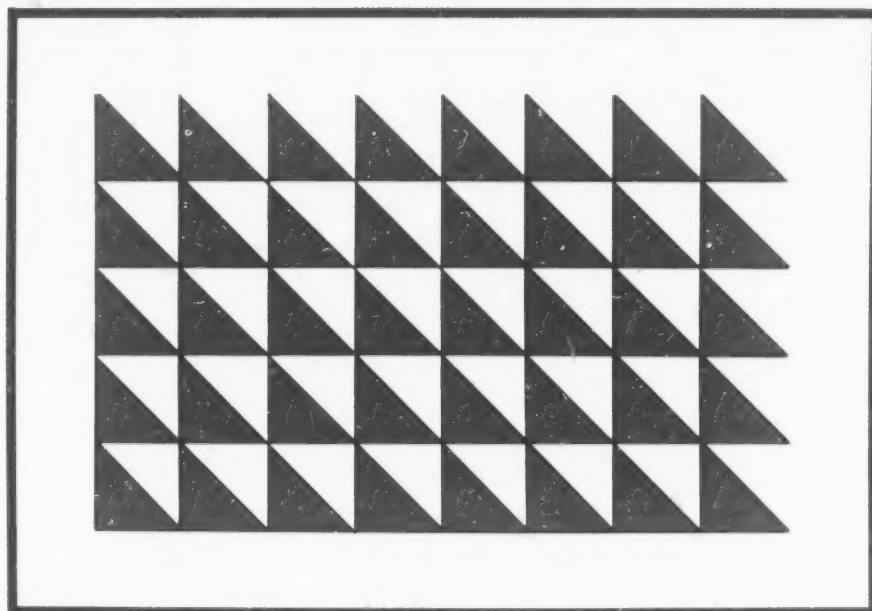


AMS **Guide to** **Management** **Compensation**

1985



**Salary and benefit information for
management personnel in
the United States and Canada**

112 cities

2,813 companies

40,494 employees

Thirteenth Annual Guide To Management Compensation

***Salary and Benefit Information
for Management Personnel
in the
United States and Canada***

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ADMINISTRATIVE MANAGEMENT SOCIETY
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AMS Management Information Committee

Objectives:

To provide up-to-date information on various aspects of management through survey activities and to disseminate this data through appropriate society committees and members; and to make this information available to other professional organizations, managers and educators.

The AMS salary survey data shall reveal trends and the going job rate for comparable jobs in the business community. This does not include starting hire rates or salary ranges.

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Introduction

Recognizing the need for current, reliable salary and benefit information for management personnel, the AMS Management Information Committee is pleased to present the findings of the Thirteenth Annual AMS salary survey of twenty key, exempt "benchmark" positions found in most companies in the United States and Canada.

The survey is made possible through the cooperation of the vast network of AMS chapters throughout the United States and Canada. Input has been provided by numerous member and non-member participants in the areas of local AMS chapters.

This report gives annual base compensation in effect on September 17, 1984 for each of the 20 positions in the survey. It presents salary data for 40,494 management employees in 2,813 companies in 112 cities.

Data includes the weighted average for annual salaries paid, number of employees reported in the survey and number of companies reporting and also the three quartile rates: first, third, and the median.

The three quartile rates are a good indication of the frequency distribution in the upper and lower range. See the "Guide to Use of Survey Data" for details on the development of these figures.

Corollary information highlights latest trends in company policies on hours of work, paid vacations and holidays, and sick leave pay granted to management personnel.

Data outlines benefits and compensation programs provided to these employees, as well as policies in payment of various insurance plans. A summary is given on pension plans and how they are structured and funded.

The 1985 *Guide to Management Compensation* correlates overall salary and benefit information and is sent without charge to all participating member and non-member companies.

All AMS chapters participating in this survey are provided with detailed salary data and benefit information for publication of a local salary survey report. In many chapters these local reports are available and include detailed salary information by type of business. For further information, contact AMS international headquarters in Willow Grove, Pennsylvania to inquire about these reports.

We welcome your comments regarding the format of this survey, the positions included, and other suggestions that will make the guide a more effective management tool for determining fair, competitive salaries, personnel policies and benefits for your employees.

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Finger Lakes, NY ⁵	28	Ottawa, ON.....	27	Winston-Salem, NC.....	40
				Worcester, MA.....	31

1 Binghamton, Endicott, Vestal, NY

2 Bridgeport, Shelton, Trumbull, New Haven, Fairfield, Stamford, Norwalk, Westport

3 Des Plaines, Schaumburg, Deerfield, Oak Brook, Elmhurst

4 Davenport, IA; Moline, E. Moline, Rock Island, IL

5 Union Springs, Naples, Manchester, Newark, Geneva, Auburn, Canandaigua

6 Grand Rapids, Big Rapids, Wyoming, Muskegon, Zeeland

7 Norristown, Ambler, King of Prussia, Harleysville

8 Newark, East Orange, Summit, Clifton, Elizabeth, Morristown

9 Raleigh, Durham, Henderson

10 Stamford, Old Greenwich, Wilton, Danbury, Darien

Guide To Use of Survey Data

We are pleased to present the results of the thirteenth annual survey of salaries of management personnel. This survey has been developed to provide AMS members and non-members with reliable, exempt salary and fringe benefit information covering the management spectrum but excluding top management.

SCOPE OF THE SURVEY

This survey covers 20 carefully selected exempt management positions that are representative "benchmark" jobs in all types of business. (Fifteen are general administrative positions and five are plant or factory related.) The effective date of this survey is September 17, 1984. Please note that the annual base compensation for the 20 management positions is reported in thousands of dollars.

TYPES OF BUSINESS

All types of business are represented in the survey, including: 1) Manufacturing/Processing; 2) Banking/Insurance/Financial; 3) Retail/Wholesale Distribution; 4) Utilities; 5) All others – Governmental, Education, Medical, Employment, etc.

COROLLARY INFORMATION

The corollary information specifically identifies up-to-date personnel policies and practices. Data are given on hours of work, paid holidays, vacations, and company policies relating to group life insurance, hospitalization, major medical, dependent health care coverage, optical care and other benefits.

GEOGRAPHIC REGIONS

Annual base compensation is reported for all types of business for most major cities and for seven geographic regions – Total United States; Eastern United States; East Central United States; Western United States; West Central United States; Southern United States; and Canada. As an additional service to users of this guide, a breakdown of salaries by type of business for the United States and the five regions in the United States is included.

VALIDITY OF FIGURES

Although rates were computed for all data reported, it should be recognized that small samples cannot produce meaningful mathematical measures. An audit procedure has been initiated to delete samples that are not statistically sound. This information has been accumulated in the computer and is included in national and regional figures for Total United States, the five regions in the United States, and Canada.

EXPLANATION OF STATISTICS

This report contains four rates for annual base salaries including the average, the first, second and third quartiles, plus the number of companies reporting and the number of employees reported for each position. The four rates are explained as follows:

Average (Arithmetic Mean) – in computing the average (arithmetic mean) for each position, the total number of employees reported for each salary is multiplied by the salary. The results of each of these calculations are totaled and divided by the number of employees whose salaries are reported for the position.

Quartiles – A quartile is not an average – it is a measure of a position in a distribution. It is an actual salary at the particular quartile position. In certain distributions, there may not be a person's salary at the quartile dividing point, in which case interpolation and rounding are used to provide a whole dollar figure.

As contrasted to averages, quartiles are not affected by the high frequency of salaries at the extremes, either at the high or low end of a distribution. Because of this characteristic, quartiles present highly acceptable figures in salary surveys where position categories are subject to personal interpretation.

First Quartile – This is the actual annual salary paid the employee whose salary is more than one quarter and less than three quarters of all the employees reported for the position.

Median – Second Quartile – This is the actual annual salary of the middle employee in the distribution. Half of the employees reported earn more; the other half earn less. In a perfectly balanced distribution, the median salary will be the same figure as the average (arithmetic mean).

Generally speaking, when a substantial number of salaries are reported for a position and they have been placed in the correct classification (close conformance to position description), these two figures, the median and average, will be close.

Third Quartile – This is the actual annual salary paid the employee whose salary is more than three quarters of all the employees reported for the position.

The salaries at the First and Third Quartile show the limits of the middle 50% of employees reported. Some refer to the spread between these salaries as an "effective salary range" for the position because the salaries at the extremes are disregarded.

APPLYING THE INFORMATION

Salary surveys must be used with great caution. You are urged to review the content of each position description before making salary comparisons with the positions in your company. Do not be misled by position titles.

As mentioned previously, although rates were computed for all data presented, it should be recognized that small samples cannot produce meaningful mathematical measures. Therefore in printing the annual base compensation, salary data for less than two companies or three employees has been deleted. This data has been accumulated in the regional and national totals.

The position descriptions used in the questionnaire are basic. They were developed to enable respondents to include employees with similar duties. You should not expect the salaries in your company to be the same as the survey figures. Other factors should be considered when making comparisons of figures. These include fringe benefits and other alternate methods used to provide management personnel with equitable compensation.

POSITION TITLES & DESCRIPTIONS

A ACCOUNTING MANAGER — Supervises the maintenance of the general accounting records and operation of the accounting systems, including gathering and reporting of correct financial information to management. Establishes internal control of procedures and is responsible for developing, adapting or revising the accounting systems. Projects accounting data to show effects of proposed plans on capital investment, income cash position and overall financial condition. Supervises the preparation of periodic tax returns and determines that government tax regulations are being adhered to. Follows up on special accounting assignments and coordinates accounting functions with data processing. Assures standard accounting procedures are adhered to and supervises the maintenance of the accounting and voucher file.

B AUDITING MANAGER — Supervises audits of financial records and practices to appraise and verify the accounting accuracy of records, financial statements and reports. Determines that accepted accounting principles and policies are followed and evaluates the adequacy of the accounting systems and controls. Develops procedures to verify the existence of recorded assets and inclusiveness of recorded liabilities, and assures that income has been properly accounted for and expenses are proper and substantiated. Develops recommendations for improvements of records, procedures and internal controls. Prepares audit reports and trains auditors at entering professional levels.

C COST ACCOUNTING MANAGER — Devises cost-accounting systems and processes and supervises the compilations of information to determine and record costs by department, division, cost centers, product and other groupings. Devises classifications for labor, material, expenses and other items for computing costs of new products or services. Analyzes costs appearing out of line with previous records. From available cost information, prepares reports, including manufacturing budgets, plant financial statements, operating control reports and variations from standard cost and reasons thereof. Develops and improves methods of calculating and controlling costs.

D PAYROLL MANAGER — Supervises payroll functions, including the computation of required and voluntary deductions; preparation and verifications of payrolls; maintenance of payroll records and reports; preparation of various reports for federal, state and local government agencies and processing of payments to employees. Determines that proper controls are followed to assure wages, salaries and deductions are being paid in accordance with established policy and labor agreements. Responsible for preparation of other compensation payments, for constant surveillance of changing payroll, tax and reporting procedures and planning work schedules.

E CREDIT & COLLECTION MANAGER — Manages credit and collection activities. Establishes procedures for investigating, granting and controlling credit, and collecting accounts due. Determines credit limits and recommends working capital required to finance accounts receivable and to provide reserves for bad debts. Supervises mailing of collection letters and attempts to collect delinquent accounts personally or through an attorney or agency. Investigates new customers credit ratings, arranges term of payment and aids in obtaining financial assistance. Represents company in bankruptcy actions. Supervises maintenance of accounts receivable ledger and adjustment of claims. Prepares reports showing status and amounts of credit and collections, and delinquent accounts.

F PERSONNEL DIRECTOR — Provides human resources for a company and directs the personnel program. Develops and administers policies and carries out personnel objectives and programs. Supervises employment and placement activities; indoctrination, training and development programs; compensation plans, including wage and salary administration, employee benefits and personnel surveys. Participates in labor relations functions, including counseling, resolving grievances and negotiations, insures understanding of and compliance with governmental regulations covering employees. Maintains contact with community representatives and participates in quasi-business/community affairs. May be responsible for health and medical services, safety and employee recreation programs.

G EMPLOYMENT MANAGER — Supervises the recruiting, interviewing, selection and placement of applicants for employment. Establishes employment practices within framework of company policy. Creates and designs new employment programs and methods to attain recruiting objectives. Directs recruitment functions by determining employment needs, placing advertisements, developing recruiting schedules and assigning interviewing and selection functions to staff. Maintains favorable relationship with college placement officials, high school guidance counsellors, business executives and promotes other sources of applicants through personal contacts. Identifies labor market and wage and salary trends which adversely affect the company's competitive position in attracting employees. Evaluates exit interviews, reviews records for unemployment compensation and periodic employment statistics.

H CUSTOMER SERVICE MANAGER — Directs the product service department and establishes policy and guidelines in responding to requests for service and the handling of customer complaints. Trains department staff to respond positively to customers with varying degree of objections, criticisms and hostility. Determines cases which can be handled directly and those to be referred to superior. Assures that adequate information about products and services rendered is available. Provides procedures and standards for use in making decisions on service charges and writing off charges within company's allowable limits. Observes customer handling techniques and reviews procedures to provide maximum good will from transactions. Reports on types and numbers of complaints and keeps operating managers informed of product service trends.

I WORD PROCESSING MANAGER — Responsible for directing the overall operation of a word processing center, including the guidance of supervisors, personnel administration, staff requirements, user liaison, and evaluation, design and implementation of future wp systems. Also is responsible for budgets, overall production reports, and coordination of services with administrative support. May also manage the operation of photocopying, printing, mailing or graphics services.

J COMPENSATION MANAGER — Administers wage and salary plans for exempt and non-exempt personnel. Follows company pay philosophy in establishing pay procedures and approving salary adjustments. Devises new plans of compensation. Observes impact of trends in cost-of-living, area differential and wage negotiations on rate structures and ranges. Conducts wage and salary surveys to obtain data to support changes in policy, practice and rates of pay. Approves salary changes within certain limits and submits others for management. Indoctrinates managers in wage and salary policies and procedures. Provides computer center with specifications and data to computerize pay data. Prepares payroll reports and complies with government wage and hour regulations. May be responsible for administering the employee benefit program.

K LEGAL ASSISTANT SERVICES MANAGER — Supervises paralegal services in a law department. Plans and coordinates paralegal services throughout the department to ensure judicious and effective use of resources. Selects, appraises and motivates legal assistant staff. Establishes training and education programs to orient new hires and to develop existing staff. Directs and evaluates the work of subordinate legal assistants. May be responsible for budgeting and controlling funds for paralegal services.

L BRANCH MANAGER — Directs the operation of a branch office providing customer service, soliciting new business, making collections and disbursements, maintaining records and preparing reports for main office. Delegates branch office functions to supervisors. Interprets and implements policies and procedures related to office organization, general administration, personnel administration and technical operations. Safeguards office funds, arranges for securities transactions with main office, and serves as fiscal agent in assigned area. Handles complex customer complaints, reviews accounting and fiscal reports, maintains local budget and cost control programs. Supervises training program in office and serves as local personnel representative at recruitment programs.

M SALES MANAGER — Plans and coordinates sales programs for maximum sales volume and profitability. Conducts sales promotion staff meetings for long and short-range sales events. Participates in meetings to select lines or items of merchandise to promote and develop timing methods of promotion. Sets up schedules for sales volume and follows up to assure participation of other departments. Works with advertising department in preparing advertisement for newspapers and other media. Maintains balance in promotion between sales force, advertising and other forms of publicity, display and presentation. Develops sales budgets and forecasts and prepares operating reports.

N MANAGER-ADMINISTRATIVE SERVICES — Supervises administrative services including typing, stenography, reception, printing and/or duplicating, filing, mailing, messenger, distribution of office supplies and similar services. Negotiates the purchase of office supplies and equipment and contracts for service of office equipment. Supervises receiving and shipping functions for administrative department. Controls interoffice messenger and communications units maintaining directories and telephone systems. Conducts special studies to determine equipment performance and costs and reviews new equipment with sales representatives. Coordinates with operating departments to establish new and modified existing systems for administrative services. Trains personnel to perform tasks and indoctrinates them on company policies and procedures. (Excludes positions with titles of Director or Vice-President.)

O MARKETING INFORMATION SYSTEMS MANAGER — Manages marketing information system activities. Chiefly concerned with analyzing sales records, trends, and market development potential. Prepares product line forecasts. Presents information relevant to marketing opportunities or problems. Supervises the collection of marketing information, entry of raw data in a computer file and interfaces with EDP personnel to achieve desired report format. Provides support to product management sales, and the strategic planning process.

P WAREHOUSE MANAGER — Supervises the receiving, storing and delivery of material, equipment, merchandise and supplies. Assures the effective use of facilities for storing and distributing raw material and finished goods inventories. Provides for inspection of incoming material against order and specifications and arranges for return of defective material. Plans and coordinates the transfer of material from the warehouse. Arranges for periodic and special inventories. Maintains current transportation rate schedules and selects carriers, providing the best service. Handles loading and routing of trucks, routine services and maintenance of trucks.

Q PLANT MANAGER — Directs the manufacturing operations of fabricating, finishing, assembling and crating products. Develops manufacturing plans, maintains production schedules, quality, safety and cost standards, and maintains favorable labor relations. Supervises the allocation of material, manpower and equipment resources, identifying and reporting variances in efficiency, budget and indirect labor utilization. Advises managers of optimum material and parts levels, manufacturing processes and procedures. Provides supervisory training on labor contract provisions, company policies, establishes safety standards, and recommends or provides training courses. Prepares production, operating cost and budget reports.

R FOREMAN — Supervises an assigned work shift. Plans and schedules work to meet production schedules. Utilizes equipment and materials to meet defined quality standards in manufacturing products and assembling component parts. Maintains operation within established standards for cost, quality, labor, maintenance, scrap, safety, housekeeping, etc. Checks production for below standard performance and takes corrective action. Assigns employees to jobs, instructs them in performance of work, and familiarizes them with company rules and regulations. Maintains discipline and recommends transfer or discharge of employees. Contacts plant operations to correct operating and manufacturing mechanical problems.

S GENERAL FOREMAN — Supervises a production operation. Plans and schedules work to meet production schedules and makes efficient use of material, labor and equipment. Reviews production processes, assembly of component parts and equipment used to improve production standards. Directs workforce including discipline and application of performance and task standards. Assures adherence to operating standards as they affect equipment, production schedules, quality, labor and materials, budget plans and personnel. Coordinates the development, installation and evaluation of staff and service programs. Estimates manpower requirements and selects qualified employees.

T PURCHASING MANAGER — Directs the procurement of materials and supplies, selects reliable sources, approves purchase orders, controls prices and quality, and supervises purchasing personnel. Maintains contact with suppliers for information on factors affecting prices, availability and delivery of products. Locates and investigates potential supply sources, developing and maintaining favorable relations to secure maximum service. Supervises the negotiation of purchase contracts and develops schedules for delivery of products. Contacts production and engineering for development of new equipment, product specifications and the need for substitute materials. Visits vendors to investigate facilities, capacity and ability to meet quality requirements.

Personnel Policies

In addition to the salary data reported in this survey, information is given on company personnel policies and practices for management personnel.

The range of company-supported plans reported in the survey varies widely. The tables on page 11 list the types of benefit plans which are most prevalent in the participating companies and company policies on coverage and payment of these benefits.

Survey findings also report company acceptance of benefits such as dental insurance, optical care, dependent health care coverage, annual physical examinations, profit sharing, thrift/savings plans, and prepaid legal services.

HOURS OF WORK – BASIC WORK WEEK

In the United States company policies on the basic work week in number of hours for management personnel show 67.6% have a work week of 40 hours or more; 30.2% have a work week of less than 40 hours, and 2% did not answer.

In Canada the basic work week is 37½ hours or less for 68.3% of the management personnel included in the survey. Another 27.3% have a basic work week of over 37½ hours, and 4.3% did not answer.

PAID HOLIDAYS

In the United States 66.7% of the companies grant management personnel nine or more paid holidays per year; 28.5% give eight or less; and 4.7% did not respond to this question.

In Canada 87.1% of the companies grant nine or more paid holidays to management; 4.3% grant eight or less; and 8.5% did not answer.

PAID SICK LEAVE

In the United States and Canada sick leave with pay for management personnel is based on length of service.

In the United States, after one year of service, 18.7% of the companies grant one week paid sick leave; 21.3% give two weeks; 4% give three weeks; 6.1% give four weeks; 5.9% grant from 7 to 12 weeks; 13.6% give from 13 to 26 weeks; and 26.8% did not answer. After three years 19% give

up to two weeks; 17.5% give 3 to 6 weeks; 11.1% give from 7 to 12 weeks; 16.5% give from 13 to 26 weeks; and 33.9% did not answer.

In Canada, after one year of service, 9.4% grant one week; 14.1% give two weeks; 5.6% give three weeks; 9.4% give four weeks; and 20.9% give from 13 to 26 weeks; and 28.2% did not answer. After three years of service 11.1% give 7 to 12 weeks; 24.4% grant 13 to 26 weeks; and 36.8% did not answer.

PAID VACATIONS

Paid vacations are essential to the compensation package for management personnel. In the United States, after a minimum of one year of service, 21.5% grant one week paid vacation; 67.3% give two weeks; 6.8% give from three to five weeks; and 4.3% did not answer. Companies are more generous to management personnel after two years of service with 73.7% giving two weeks; and 7.7% giving three or more weeks; 15.9% did not answer. After five years 60.8% of the companies give three weeks; 11.6% give four weeks; and 13.2% continue to grant only two weeks; while 13.7% did not answer.

On other questions related to vacation time for management personnel, 69.9% do not allow vacation allotments to accumulate; 27.3% do allow it; and 2.8% did not answer. On company policies for payment of vacation time accumulated but not used, 74% do not grant it, and 22.6% do give this pay; 3.3% did not reply.

In Canada, after a minimum of one year of service, 7.7% grant one week paid vacation; 62.8% give two weeks; 17.9% give three weeks; 5.1% give four weeks; 6% did not answer. As in the U.S., Canadian companies are also more generous after two years of service, with 51.3% giving two weeks; 18.8% giving three weeks; 4.2% granting four or more weeks; and 25.2% not answering. After five years the most prevalent responses are 49.1% give three weeks; 28.6% give four weeks; while after 10 years 54.7% give four weeks.

Among Canadian firms, 76.9% do not allow vacation time to accumulate, while 19.2% do allow it; 3.8% did not respond. On payment for vacation allotments accumulated but not used, 70.9% do not allow it; 24.4% do give it; 4.7% did not respond.

Company Policies on Benefits and Compensation Programs

International and Regional

Figures reported in percentages -- may not add to 100 due to rounding.

	Total U.S.	Eastern U.S.	East Central U.S.	West Central U.S.	Southern U.S.	Western U.S.	Canada
HOSPITALIZATION							
Paid by Company in Full	53	58	58	46	49	56	51
Paid by Employee in Full	1	0	0	1	0	1	6
Company/Employee Share Cost	42	37	39	49	44	39	23
No Response	5	5	3	5	7	4	20

SURGICAL BENEFITS							
Paid by Company in Full	52	56	57	45	46	56	45
Paid by Employee in Full	1	0	5	1	0	1	3
Company/Employee Share Cost	40	36	38	47	43	38	16
No Response	7	8	4	7	10	5	35

MAJOR MEDICAL							
Paid by Company in Full	53	58	56	46	49	58	59
Paid by Employee in Full	1	0	1	1	1	1	3
Company/Employee Share Cost	42	37	41	48	44	38	20
No Response	0	1	0	0	1	0	2

DENTAL INSURANCE							
Paid by Company in Full	36	38	41	32	24	47	52
Paid by Employee in Full	4	2	3	4	5	6	3
Company/Employee Share Cost	27	21	28	31	27	30	26
No Response	34	40	29	34	43	17	20

OPTICAL CARE							
Paid by Company in Full	9	9	10	6	4	21	30
Paid by Employee in Full	7	7	7	8	5	9	6
Company/Employee Share Cost	7	5	7	8	5	12	9
No Response	77	80	76	79	85	58	55

DEPENDENT HEALTH CARE COVERAGE							
Paid by Company in Full	27	32	35	23	17	26	42
Paid by Employee in Full	9	4	6	8	18	14	5
Company/Employee Share Cost	44	36	44	53	43	45	14
No Response	20	28	15	16	22	15	39

PHYSICAL EXAM (PERIODIC)							
Paid by Company in Full	22	25	22	22	21	18	26
Paid by Employee in Full	8	7	9	7	6	14	6
Company/Employee Share Cost	6	3	6	11	5	9	5
No Response	64	64	63	61	68	59	63

	Total U.S.	Eastern U.S.	East Central U.S.	West Central U.S.	Southern U.S.	Western U.S.	Canada
GROUP LIFE INSURANCE							
Paid by Company in Full	69	72	74	68	64	65	59
Paid by Employee in Full	2	2	1	2	3	3	3
Company/Employee Share Cost	24	19	23	25	27	27	32
No Response	5	7	2	4	5	5	5

ACCIDENTAL DEATH & DIS.							
Paid by Company in Full	59	62	63	57	52	54	54
Paid by Employee in Full	9	6	7	9	11	14	12
Company/Employee Share Cost	18	15	19	18	21	19	22
No Response	15	17	11	15	16	13	11

DEPENDENT LIFE INSURANCE							
Paid by Company in Full	10	7	8	11	11	13	17
Paid by Employee in Full	21	14	19	26	24	25	20
Company/Employee Share Cost	12	7	11	15	15	15	10
No Response	58	72	62	48	50	47	53

LONG TERM DISABILITY							
Paid by Company in Full	53	53	56	51	52	48	45
Paid by Employee in Full	10	10	10	10	10	11	21
Company/Employee Share Cost	19	16	18	20	22	20	21
No Response	18	20	16	18	16	22	13

PROFIT SHARING							
Paid by Company in Full	24	23	27	26	20	28	9
Paid by Employee in Full	2	1	3	3	2	1	2
Company/Employee Share Cost	6	5	6	6	7	7	3
No Response	68	71	64	65	71	65	86

PREPAID LEGAL							
Paid by Company in Full	1	1	0	0	1	2	0
Paid by Employee in Full	6	5	5	7	5	8	3
Company/Employee Share Cost	1	0	1	0	1	0	0
No Response	93	94	94	93	93	90	96

THRIFT/SAVINGS							
Paid by Company in Full	5	5	6	4	4	4	2
Paid by Employee in Full	10	11	9	13	7	10	6
Company/Employee Share Cost	18	17	17	17	23	14	2
No Response	68	68	69	66	66	72	90

Policies on Pension Plans

Pension plans are high on the list of benefits for management personnel. In the United States, the majority of reporting firms provide exempt employees with liberal pension benefits. Sixty-three percent of the respondents pay the full cost of this benefit; 12% indicate costs are shared by company and employee; only 1% indicate costs are paid by the employee; 24% did not answer the question. These findings are similar when compared to last year.

Most Canadian firms also indicate they have pension plans for management employees with a trend toward more companies underwriting the cost of this benefit, whereas in the past it was generally shared by company and employees. This year, 23% are paid by the company for a 5% increase over last year's 18%, while 55% report costs are shared by company and employee, down from 68% last year; 3% report costs are paid by the employee; 19% did not answer.

In both countries pension plans are based on age and/or length of service. The following tables provide information on how respondents administer their pension plans.

Basis of Benefit Formula

	United States	Canada
Career Average	11%	18%
Final Average Years of Pay	50%	43%
Flat Benefit per Years of Service	4%	7%
Final Pay	3%	2%
No Answer	32%	30%

Salary Deferred 401(K) Program

	1984	1983
Yes	29%	15%
No	53%	60%
No Answer	18%	25%

Pension Plan Integrated with Social Security (U.S.)

	1984	1983
Yes	44%	47%
No	31%	29%
No Answer	25%	24%

Earliest Retirement Age

	United States	Canada
Age 50	5%	2%
Age 55	50%	44%
Age 60	6%	8%
Age 62 & over	12%	19%
No Answer	27%	27%

Policies on Salary Increases

In the United States 58% of the respondents give salary increases to management employees on a merit basis; 29% give increases on a merit and general basis; 8% give increases on a general including cost-of-living basis; 2% give increases on other bases; and 3% did not respond to the question. There is little change in these figures when compared with last year's figures.

The Canadian companies indicate that 50% of salary increases are given to exempt personnel on a merit and general basis; 25% give increases on a merit basis only; 17% give increases on a general including cost of living basis; while 2% mentioned "other" basis; and 6% did not reply. These figures show little change when compared with last year's figures.

The following charts present percentage figures reported for Total United States, the survey's five regions in the United States, and Canada.

Type of Salary Increases Granted to Exempt Employees	Total U.S.	Eastern U.S.	East Central U.S.	West Central U.S.	Southern U.S.	Western U.S.	Canada
Merit	58%	60%	65%	56%	55%	50%	25%
General (Including Cost of Living)	8%	8%	6%	10%	9%	9%	17%
Merit and General	29%	27%	24%	29%	30%	38%	50%
Other	2%	2%	2%	3%	2%	2%	2%
No Answer	3%	3%	3%	2%	4%	1%	6%

Highlights

Salary Data for U.S. and Canada

This survey reports the results of an in-depth survey of annual base compensation for 40,494 employees with 2,813 companies in 112 cities throughout the United States and Canada. The survey includes 20 middle-level management positions: 15 are administrative and five are industry-related.

Types of business represented in the survey are Manufacturing/Processing; Banking/Insurance/Financial; Retail/Wholesale Distribution; Utilities; and all other, which is a composite group of Education, Employment, Governmental and Medical.

In the United States, as of September 17, 1984, the average annual salary for the 20 key positions surveyed is \$32,270, a 7.7% increase over last year's average of \$29,977. The salaries range from \$24,500 for word processing manager to \$42,100 for plant manager.

In the Eastern United States the average salary is \$31,780, a 6.8% increase over last year's \$29,766. The range is from \$24,200 for word processing manager to \$41,600 for plant manager.

In the East Central U.S. the average salary is \$33,010, a 12.8% increase over last year's \$29,275. The range is \$26,700 for payroll manager to \$44,500 for plant manager.

In the West Central U.S. the average salary is \$30,795, a 4.3% increase over last year's \$29,536. The range is \$22,100 for word processing manager to \$42,500 for plant manager.

In the Southern U.S. the average salary is \$32,625, a 3.5% increase over last year's \$31,538. The range is \$23,900 for payroll manager to \$41,200 for plant manager.

In the Western U.S. the average salary is \$34,340, a 13.3% increase over last year's \$30,320. The range is \$25,600 for payroll manager to \$44,700 for auditing manager.

In Canada the average salary for the 20 positions in the survey is C\$35,155, a 2.7% increase over last year's average of C\$34,224. Salaries range from C\$28,200 for payroll manager to C\$42,300 for sales manager. Salaries are given in Canadian funds.

UNITED STATES				UNITED STATES			
	1984	1983	% of Change		1984	1983	% of Change
Accounting Manager	\$33,700	\$32,200	+4.7%	Legal Asst. Services Mgr.	\$32,100	\$32,400	-0.9%
Auditing Manager	37,400	34,700	+7.2%	Branch Manager	29,600	28,000	+5.7%
Cost Accounting Manager	31,200	30,100	+3.7%	Sales Manager	40,000	35,400	+13.0%
Payroll Manager	25,600	24,200	+5.8%	Manager, Admin. Services	30,200	31,900	-5.3%
Credit & Collection Mgr.	29,100	28,000	+3.9%	Marketing Info. Sys. Mgr.	36,600	34,400	+6.4%
Personnel Director	38,400	36,900	+4.1%	Warehouse Manager	27,600	27,400	+0.7%
Employment Manager	29,400	28,500	+3.2%	Plant Manager	42,100	41,900	+0.5%
Customer Service Manager	29,000	28,400	+2.1%	Foreman	28,100	27,500	+2.2%
Word Processing Manager	24,500	22,400	+9.4%	General Foreman	33,000	31,900	+3.4%
Compensation Manager	34,800	33,400	+4.2%	Purchasing Manager	33,000	31,900	+3.4%

ACCOUNTING MANAGER	A	AUDITING MANAGER	B	COST ACCOUNTING MANAGER	C	PAYROLL MANAGER	D	CREDIT & COLLECTION MANAGER	E	PERSONNEL DIRECTOR	F	EMPLOYMENT MANAGER	G	CUSTOMER SERVICE MANAGER	H	WORD PROCESSING MANAGER	I	COMPENSATION MANAGER	J	LEGAL ASSISTANT	K	BRANCH MANAGER	L	SALES MANAGER	M	MANAGER, ADMIN. SERVICES	N	MARKETING INFO. SYSTEMS MANAGER	O	WAREHOUSE MANAGER	P	PLANT MANAGER	Q	FOREMAN	R	GENERAL FOREMAN	S	PURCHASING MANAGER	T
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(AMOUNTS IN THOUSANDS OF DOLLARS)

TOTAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.7	37.4	31.2	25.6	29.1	38.4	29.4	29.0	24.5	34.8	32.1	29.6	40.0	30.2	36.6	27.6	42.1	28.1	33.0	33.0
FIRST QUARTILE	26.5	29.5	25.5	18.0	21.5	29.5	21.5	22.5	19.5	26.5	23.5	21.5	31.5	21.5	29.5	21.5	34.5	24.5	27.5	25.5
MEDIAN	33.5	36.5	29.5	24.5	28.5	36.5	27.5	28.5	24.5	33.5	28.5	27.5	40.0	29.5	35.5	26.5	40.0	27.5	33.5	31.5
THIRD QUARTILE	40.0	43.0	36.5	30.5	34.5	47.5	35.5	34.5	26.5	43.0	38.0	35.5	47.5	36.5	43.0	32.5	47.5	32.5	38.0	40.0
IND. COMPANIES	1805	601	588	912	787	1492	635	802	412	412	71	600	953	852	400	743	752	851	660	1280
NO. EMPLOYEES	2343	956	736	1089	904	1596	707	1099	621	424	73	5269	2148	1079	461	1270	10848	3224	1520	

CANADA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.4	37.1	33.0	28.2	30.6	42.0	35.6	29.7	31.0	41.3	36.0	37.0	42.3	31.5	38.1	31.0	42.1	30.1	35.3	34.8
FIRST QUARTILE	29.5	27.5	28.5	21.5	23.5	32.5	28.5	20.5	22.5	32.5	25.5	31.5	35.5	26.5	31.5	25.5	33.5	26.5	28.5	28.5
MEDIAN	35.5	35.5	32.5	26.5	29.5	43.0	33.5	28.5	26.5	38.0	26.5	38.0	43.0	31.5	38.0	31.5	40.0	30.5	34.5	34.5
THIRD QUARTILE	43.0	47.5	36.5	33.5	38.0	47.5	40.0	33.5	36.5	52.5	57.5	40.0	47.5	35.5	40.0	35.5	47.5	34.5	43.0	40.0
NO. COMPANIES	166	35	51	66	64	102	37	52	20	22	6	60	94	60	23	64	92	102	65	127
NO. EMPLOYEES	176	72	53	69	67	107	37	67	20	22	6	302	154	120	23	75	150	1098	236	143

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT	SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
T	S	R	O	P	N	M	L	K	J	I	H	G	F	E	D	C	B	A		

(AMOUNTS IN THOUSANDS OF DOLLARS)

EASTERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.3	34.6	29.1	26.6	29.1	38.3	29.4	28.5	24.2	33.9	30.5	28.0	41.1	32.0	35.8	27.2	41.6	27.9	31.6	33.9
FIRST QUARTILE	25.5	27.5	24.5	20.5	21.5	29.5	21.5	21.5	21.5	26.5	19.5	20.5	33.5	23.5	28.5	22.5	34.5	23.5	25.5	26.5
MEDIAN	31.5	33.5	26.5	26.5	28.5	36.5	27.5	27.5	24.5	32.5	26.5	24.5	40.0	29.5	35.5	25.5	40.0	27.5	31.5	31.5
THIRD QUARTILE	38.0	43.0	33.5	30.5	34.5	47.5	34.5	34.5	24.5	40.0	34.5	32.5	47.5	40.0	43.0	30.5	47.5	32.5	38.0	40.0
NO. COMPANIES	513	153	184	262	236	412	165	250	100	119	19	144	298	214	122	218	276	291	238	376
NO. EMPLOYEES	700	219	276	370	259	442	186	332	275	121	20	1224	697	234	139	304	441	3256	397	459

EAST CENTRAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.3	35.4	33.4	26.7	30.1	40.4	31.1	29.6	27.5	34.6	28.2	28.4	43.5	31.6	37.5	29.1	44.5	27.8	33.0	33.5
FIRST QUARTILE	27.5	28.5	28.5	19.5	22.5	30.5	22.5	22.5	20.5	26.5	23.5	22.5	34.5	25.5	29.5	23.5	36.5	24.5	29.5	26.5
MEDIAN	34.5	33.5	32.5	25.5	29.5	40.0	30.5	28.5	25.5	33.5	27.5	26.5	43.0	30.5	36.5	27.5	43.0	27.5	33.5	32.5
THIRD QUARTILE	40.0	43.0	38.0	31.5	36.5	47.5	38.0	34.5	32.5	40.0	31.5	32.5	47.5	36.5	43.0	34.5	52.5	30.5	36.5	40.0
NO. COMPANIES	362	128	134	192	180	310	141	174	78	95	15	125	199	173	90	143	161	190	145	267
NO. EMPLOYEES	441	166	143	194	206	323	147	212	80	99	15	1077	388	186	113	199	266	2592	652	313

WEST CENTRAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																	
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.8	35.4	30.3	24.6	27.8	37.2	27.6	28.8	22.1	32.8	33.3	26.5	34.6	27.1	33.8	26.5	42.5	28.3	32.8
FIRST QUARTILE	26.5	28.5	25.5	18.0	21.5	29.5	21.5	22.5	18.0	24.5	21.5	20.5	24.5	18.0	25.5	20.5	34.5	25.5	23.5
MEDIAN	32.5	34.5	29.5	22.5	27.5	35.5	25.5	27.5	20.5	29.5	25.5	24.5	33.5	25.5	32.5	25.5	43.0	27.5	29.5
THIRD QUARTILE	38.0	43.0	35.5	29.5	32.5	43.0	32.5	33.5	26.5	38.0	38.0	30.5	43.0	34.5	38.0	31.5	52.5	33.5	36.5
NO. COMPANIES	372	117	121	181	170	316	121	161	92	72	16	120	189	186	71	144	134	156	124
NO. EMPLOYEES	448	171	133	189	196	330	127	228	95	75	16	1137	461	313	78	195	246	2097	742

SOUTHERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																	
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.3	37.6	33.0	23.9	29.8	37.1	29.2	27.9	24.1	36.5	35.0	30.1	40.4	30.2	39.3	26.7	41.2	27.9	34.2
FIRST QUARTILE	26.5	30.5	26.5	18.0	22.5	26.5	21.5	19.5	18.0	26.5	24.5	22.5	32.5	22.5	29.5	19.5	32.5	23.5	24.5
MEDIAN	34.5	38.0	32.5	21.5	27.5	36.5	27.5	21.5	21.5	34.5	33.5	28.5	40.0	30.5	40.0	25.5	36.0	28.5	31.5
THIRD QUARTILE	43.0	43.0	38.0	28.5	35.5	43.0	34.5	33.5	28.5	43.0	40.0	35.5	47.5	35.5	52.5	31.5	47.5	33.5	40.0
NO. COMPANIES	344	131	105	181	124	300	139	145	88	88	12	117	150	165	72	149	110	148	101
NO. EMPLOYEES	513	230	138	239	161	344	173	215	116	88	13	1102	353	226	80	320	203	2187	596

WESTERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																	
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.2	44.7	34.0	25.6	28.7	39.8	29.5	31.7	27.2	37.6	35.4	37.7	41.3	32.2	37.4	30.8	39.2	30.6	34.8
FIRST QUARTILE	27.5	35.5	26.5	19.5	20.5	29.5	23.5	25.5	21.5	28.5	31.5	30.5	33.5	23.5	31.5	24.5	30.5	23.5	25.5
MEDIAN	35.5	47.5	32.5	23.5	27.5	38.0	27.5	31.5	25.5	38.0	35.5	38.0	40.0	31.5	36.5	30.5	38.0	30.5	32.5
THIRD QUARTILE	43.0	52.5	40.0	30.5	34.5	47.5	35.5	38.0	30.5	47.5	38.0	47.5	47.5	38.0	47.5	35.5	47.5	38.0	40.0
NO. COMPANIES	214	72	44	96	77	154	69	72	54	38	9	94	117	114	45	89	71	66	52
NO. EMPLOYEES	241	170	46	97	82	157	74	112	55	41	9	729	249	120	51	112	114	716	337

Summary Of Annual Salary Levels For Management Positions In The United States

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR
A	B	C	D	E	F

This chart summarizes the average salary levels for all of the participating companies in the United States. The data reflects the total number of employees reported at various levels of annual base compensation.

An "A" has been placed to the left of the number of employees that fall in the salary level representing the average annual salary for all employees in the management positions surveyed.

For example, by referring to the chart you can determine that of the 1,596 Personnel Directors reported, 108 earned a salary of \$37,001 to \$39,000 and the average salary of \$38,400 is within this range. This theory can be applied to interpret the salaries for each position in the survey.

For easy reference, the shaded figures for each position indicate the number of employees by consecutive salary levels which represent the range from the first quartile to the third quartile inclusively. (The middle 50 percent.)

Looking at the position of Branch Manager, the shaded area covers the salaries between \$21,001 to \$36,000 and the average salary of \$29,600 is between the range of \$27,001 and \$28,000. The first quartile rate of \$21,500 is within the \$21,001 to \$22,000 group and the third quartile rate of \$35,500 is within the \$35,001 to \$36,000 group.

This procedure can be applied to each position in the survey.

ANNUAL SALARY LEVEL	A	B	C	D	E	F
UNDER-15000	12	7	6	101	37	5
15001-17000	33	5	9	86	36	20
17001-19000	55	13	17	91	52	19
19001-20000	56	7	18	49	32	37
20001-21000	58	12	17	52	37	17
21001-22000	49	9	14	51	42	22
22001-23000	68	10	20	51	27	18
23001-24000	67	20	26	34	35	20
24001-25000	71	12	40	46	32	43
25001-26000	102	36	70	A 56	38	38
26001-27000	79	25	33	38	36	42
27001-28000	76	25	29	44	47	42
28001-29000	74	31	34	37	46	43
29001-30000	83	38	45	65	A 34	72
30001-31000	98	32	33	60	37	46
31001-32000	93	45	A 23	26	35	47
32001-33000	90	35	32	17	28	45
33001-34000	A 105	38	28	17	28	54
34001-35000	92	41	34	23	31	57
35001-36000	73	32	22	15	21	63
36001-37000	75	26	20	15	20	49
37001-39000	183	A 57	37	46	42	A 108
39001-41000	150	60	31	17	23	111
41001-45000	207	118	50	20	47	150
45001-50000	170	112	27	17	38	141
50001-55000	63	54	14	7	11	88
55001-60000	29	21	3	7	5	78
60001-OVER	32	35	4	1	7	121
TOTAL EMPLOYEES	2343	956	736	1089	904	1596

EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
G	H	I	J	K	L	M	N	O	P	Q	R	S	T

NUMBER OF EMPLOYEES BY JOB RATE

G	H	I	J	K	L	M	N	O	P	Q	R	S	T	TOTAL NUMBER OF EMPLOYEES	
19	43	26	5	-	83	25	63	4	42	4	73	14	15	584	
36	60	51	1	6	169	37	47	3	46	4	163	24	42	878	
41	54	50	4	1	447	47	57	5	88	2	297	41	48	1429	
30	45	32	7	3	205	23	46	7	27	2	229	58	32	945	
29	34	39	6	2	324	28	34	10	37	6	301	81	39	1163	
28	32	28	8	2	208	21	24	11	58	4	461	58	34	1164	
33	51	38	9	3	221	12	24	7	50	5	558	84	52	1341	
24	42	30	12	5	195	33	51	13	65	12	586	84	46	1400	
32	43	A 132	24	3	402	30	37	10	58	18	518	95	40	1686	
30	34	27	18	4	195	34	42	11	74	24	1002	110	60	2005	
23	48	17	17	4	167	32	30	6	55	14	790	91	57	1604	
36	47	15	16	2	168	24	42	13	A 60	25	590	168	46	1515	
30	36	17	19	2	221	65	39	13	43	32	A 554	112	56	1504	
A 32	A 57	18	17	2	A 239	54	41	26	47	31	615	139	75	1730	
23	48	11	13	1	119	35	A 41	10	41	27	675	144	77	1571	
18	45	10	17	4	139	47	32	16	35	35	378	122	56	1223	
25	46	10	15	A	2	131	46	34	20	37	33	386	A 157	A 70	1259
17	45	10	17	2	117	82	51	14	34	32	1250	123	55	2119	
21	35	5	A 17	2	165	107	42	15	38	60	328	169	64	1346	
20	37	11	20	1	160	71	32	22	37	39	251	189	48	1164	
11	22	4	10	3	105	72	31	A 15	21	52	173	113	37	874	
28	43	10	24	4	149	103	34	37	36	72	409	377	89	1888	
24	50	6	20	1	219	A 154	36	28	24	110	136	192	72	1464	
41	50	10	32	4	194	277	64	47	39	A 153	94	339	117	2053	
32	30	9	35	1	238	232	50	41	18	161	19	100	92	1563	
12	6	5	23	2	127	157	24	28	9	133	4	28	39	834	
4	5	-	8	2	71	99	16	15	2	60	6	11	24	466	
8	11	-	10	5	91	201	15	14	9	120	2	1	38	725	
707		621		73		2148		461		1270		3224			
1099		424		5269		1079		1130		10848		1520		37497	

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

TOTAL U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING		JOB CATEGORY																	
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
AVERAGE		35.4	38.9	32.7	27.4	31.1	38.9	31.2	30.4	29.2	38.1	43.7	31.7	43.3	32.6	39.4	29.0	43.5	28.3
FIRST QUARTILE		28.5	30.5	26.5	20.5	23.5	29.5	24.5	24.5	22.5	31.5	31.5	21.5	35.5	25.5	32.5	22.5	35.5	24.5
MEDIAN		34.5	38.0	31.5	26.5	30.5	38.0	29.5	29.5	27.5	36.5	38.0	30.5	43.0	31.5	38.0	27.5	43.0	27.5
THIRD QUARTILE		40.0	47.5	38.0	32.5	38.0	47.5	38.0	35.5	35.5	43.0	57.5	38.0	52.5	38.0	47.5	33.5	52.5	32.5
NO. COMPANIES		622	126	324	280	322	517	183	365	64	124	9	102	457	234	158	342	599	625
NO. EMPLOYEES		698	136	342	287	367	534	197	435	65	124	10	544	1000	263	181	449	1000	8760
BANKING/INSURANCE/FINANCIAL		JOB CATEGORY																	
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
AVERAGE		32.6	35.3	31.9	24.5	27.3	37.9	28.0	25.3	23.5	32.7	31.2	27.7	34.5	31.5	32.9	24.0	36.1	25.6
FIRST QUARTILE		24.5	28.5	26.5	18.0	21.5	28.5	21.5	19.5	18.0	25.5	22.5	20.5	24.5	24.5	24.5	16.0	34.5	25.5
MEDIAN		31.5	34.5	31.5	22.5	26.5	35.5	25.5	24.5	22.5	30.5	27.5	25.5	32.5	31.5	31.5	22.5	36.5	26.5
THIRD QUARTILE		38.0	40.0	36.5	27.5	32.5	47.5	33.5	30.5	27.5	38.0	36.5	31.5	43.0	36.5	38.0	28.5	40.0	26.5
NO. COMPANIES		336	211	91	170	106	334	149	144	130	90	29	209	123	195	102	29	5	7
NO. EMPLOYEES		476	310	101	173	125	335	160	217	137	95	30	3320	383	234	110	31	8	62
RETAIL/WHOLESALE SALES AND DISTRIBUTION		JOB CATEGORY																	
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
AVERAGE		31.4	33.2	30.4	22.2	26.5	38.0	25.6	25.0	24.5	29.7	34.0	30.7	37.3	31.1	36.7	28.7	35.7	25.2
FIRST QUARTILE		23.5	25.5	23.5	16.0	19.5	28.5	18.0	19.5	19.5	22.5	26.5	21.5	28.5	23.5	28.5	22.5	27.5	22.5
MEDIAN		30.5	31.5	29.5	20.5	25.5	35.5	21.5	22.5	21.5	26.5	32.5	28.5	36.5	28.5	33.5	27.5	32.5	24.5
THIRD QUARTILE		38.0	43.0	34.5	25.5	30.5	43.0	31.5	29.5	28.5	35.5	43.0	38.0	43.0	36.5	43.0	33.5	40.0	27.5
NO. COMPANIES		186	46	33	91	113	111	39	93	22	23	3	88	157	76	42	164	52	64
NO. EMPLOYEES		232	55	33	92	130	116	43	112	22	24	3	401	325	86	47	270	79	367
UTILITIES		JOB CATEGORY																	
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
AVERAGE		41.6	42.2	38.1	34.7	34.3	47.5	39.4	37.4	33.0	42.5	37.5	37.9	43.9	40.7	43.4	30.7	37.7	30.5
FIRST QUARTILE		34.5	38.0	31.5	29.5	27.5	43.0	30.5	30.5	25.5	35.5	31.5	33.5	36.5	33.5	38.0	24.5	28.5	27.5
MEDIAN		43.0	43.0	38.0	33.5	33.5	47.5	38.0	38.0	29.5	43.0	38.0	38.0	47.5	40.0	43.0	30.5	34.5	38.0
THIRD QUARTILE		47.5	47.5	43.0	38.0	38.0	57.5	47.5	43.0	38.0	47.5	43.0	43.0	47.5	47.5	47.5	34.5	43.0	33.5
NO. COMPANIES		54	35	12	44	32	45	40	43	25	32	3	31	22	29	11	40	14	25
NO. EMPLOYEES		86	48	13	45	40	45	42	89	26	32	3	241	37	31	13	66	41	272
ALL OTHER TYPES OF BUSINESS		JOB CATEGORY																	
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
AVERAGE		32.6	38.6	28.3	24.7	27.7	37.4	27.7	28.5	23.6	32.5	27.9	33.1	39.5	27.0	35.2	24.4	37.1	27.8
FIRST QUARTILE		25.5	29.5	23.5	18.0	21.5	29.5	20.5	23.5	20.5	25.5	20.5	23.5	28.5	18.0	28.5	18.0	29.5	21.5
MEDIAN		32.5	38.0	25.5	24.5	27.5	36.5	26.5	27.5	24.5	30.5	25.5	30.5	38.0	25.5	33.5	23.5	34.5	29.5
THIRD QUARTILE		38.0	47.5	31.5	29.5	31.5	43.0	32.5	34.5	24.5	36.5	33.5	40.0	47.5	33.5	43.0	27.5	43.0	33.5
NO. COMPANIES		591	179	123	316	206	474	218	153	163	138	27	163	183	307	85	160	77	123
NO. EMPLOYEES		805	303	216	474	234	550	253	239	356	144	27	725	382	445	108	306	137	1357

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING, INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

EASTERN U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.3	39.6	31.7	27.1	31.8	38.2	31.6	30.2	26.9	36.8	39.3	29.4	43.6	32.4	38.0	27.7	42.1	28.2	32.3	35.5
FIRST QUARTILE	27.5	33.5	24.5	20.5	24.5	28.5	22.5	24.5	19.5	29.5	26.5	18.0	36.5	24.5	30.5	23.5	35.5	23.5	26.5	27.5
MEDIAN	33.5	40.0	29.5	26.5	31.5	36.5	30.5	29.5	23.5	35.5	31.5	24.5	43.0	30.5	38.0	26.5	40.0	27.5	32.5	33.5
THIRD QUARTILE	40.0	43.0	38.0	32.5	38.0	47.5	38.0	34.5	32.5	43.0	36.5	38.0	52.5	40.0	43.0	31.5	47.5	32.5	38.0	43.0
NO. COMPANIES	220	47	112	104	103	170	54	142	20	44	4	32	170	78	57	124	239	241	200	212
NO. EMPLOYEES	245	51	117	106	116	174	64	177	21	44	4	283	387	79	68	165	392	3021	785	269

BANKING/INSURANCE/FINANCIAL	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.6	31.8	30.4	24.1	25.7	38.1	27.9	24.4	23.5	31.8	31.7	26.1	38.8	33.0	30.5	20.1	38.3	23.9	22.4	27.7
FIRST QUARTILE	23.5	23.5	25.5	19.5	18.0	28.5	20.5	20.5	16.0	26.5	22.5	20.5	32.5	23.5	24.5	14.5	34.5	22.5	20.5	21.5
MEDIAN	25.5	28.5	30.5	22.5	25.5	35.5	26.5	23.5	22.5	29.5	25.5	24.5	38.0	30.5	29.5	16.0	34.5	23.5	21.5	26.5
THIRD QUARTILE	31.5	40.0	36.5	25.5	32.5	47.5	32.5	29.5	31.5	38.0	43.0	29.5	43.0	43.0	35.5	19.5	36.5	25.5	23.5	31.5
NO. COMPANIES	79	47	23	38	30	77	35	36	28	26	9	56	30	34	28	7	3	3	3	41
NO. EMPLOYEES	168	75	31	38	35	77	39	51	30	27	10	683	87	40	31	8	4	14	26	42

RETAIL/WHOLESALE SALES AND DISTRIBUTION	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.9	29.9	30.6	21.8	27.8	36.1	20.6	23.7	21.8	28.8		27.2	34.3	30.3	35.6	29.1	42.1	24.4	28.0	34.3
FIRST QUARTILE	25.5	25.5	22.5	16.0	21.5	28.5	18.0	18.0	19.5	26.5		19.5	19.5	23.5	27.5	24.5	27.5	22.5	22.5	25.5
MEDIAN	33.5	29.5	30.5	21.5	25.5	34.5	19.5	22.5	20.5	26.5		25.5	31.5	25.5	32.5	29.5	36.5	24.5	27.5	30.5
THIRD QUARTILE	40.0	32.5	35.5	22.5	30.5	40.0	24.5	28.5	21.5	33.5		31.5	43.0	34.5	38.0	33.5	57.5	26.5	33.5	38.0
NO. COMPANIES	44	9	9	21	27	33	7	25	4	4		16	33	16	12	35	13	14	9	46
NO. EMPLOYEES	52	10	9	22	29	37	7	31	4	5		98	97	16	14	45	18	94	26	45

UTILITIES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.2	44.5		38.0	32.8	48.9	46.2	38.6	30.9	38.6		47.4	48.8	47.9	44.5	42.3	44.9	29.7	34.4	40.4
FIRST QUARTILE	30.5	43.0		34.5	23.5	43.0	47.5	35.5	22.5	33.5		36.5	38.0	38.0	43.0	30.5	43.0	29.5	34.5	24.5
MEDIAN	38.0	43.0		35.5	32.5	52.5	47.5	38.0	28.5	34.5		52.5	47.5	52.5	43.0	43.0	43.0	29.5	34.5	38.0
THIRD QUARTILE	47.5	47.5		43.0	38.0	57.5	52.5	43.0	29.5	47.5		57.5	62.5	57.5	47.5	47.5	43.0	32.5	34.5	52.5
NO. COMPANIES	12	5		6	6	9	6	9	4	6		6	5	7	2	6	2	5	5	8
NO. EMPLOYEES	14	6		6	6	9	6	20	4	6		32	10	7	3	6	5	26	20	8

ALL OTHER TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.3	33.5	25.9	27.2	27.4	38.2	27.4	26.5	23.9	32.0	21.9	32.7	41.7	30.0	35.1	24.7	32.6	22.7	24.0	31.2
FIRST QUARTILE	25.5	29.5	22.5	22.5	20.5	29.5	19.5	19.5	22.5	26.5	16.0	24.5	33.5	22.5	31.5	21.5	25.5	18.0	16.0	25.5
MEDIAN	31.5	32.5	25.5	28.5	27.5	36.5	27.5	24.5	24.5	29.5	19.5	29.5	40.0	27.5	34.5	23.5	31.5	21.5	24.5	30.5
THIRD QUARTILE	38.0	38.0	25.5	30.5	33.5	43.0	31.5	34.5	24.5	35.5	23.5	36.5	52.5	34.5	40.0	25.5	40.0	24.5	29.5	35.5
NO. COMPANIES	150	43	35	88	64	119	61	35	40	37	5	31	53	73	23	41	15	25	19	82
NO. EMPLOYEES	212	75	114	193	67	140	68	47	211	37	5	114	99	77	23	75	18	97	31	88

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

EAST CENTRAL U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.2	39.9	34.8	29.6	32.1	41.7	33.2	31.0	33.0	37.5		32.0	44.2	33.2	40.0	30.1	46.4	28.0	33.4	35.4
FIRST QUARTILE	30.5	31.5	29.5	24.5	24.5	33.5	24.5	26.5	24.5	31.5		22.5	34.5	26.5	33.5	25.5	38.0	24.5	29.5	29.5
MEDIAN	36.5	38.0	33.5	29.5	30.5	40.0	32.5	31.5	28.5	35.5		27.5	43.0	33.5	38.0	29.5	47.5	27.5	33.5	34.5
THIRD QUARTILE	43.0	47.5	40.0	34.5	38.0	47.5	40.0	35.5	43.0	43.0		38.0	52.5	38.0	43.0	34.5	57.5	30.5	38.0	40.0
NO. COMPANIES	146	33	82	69	90	129	51	91	19	34		25	103	55	47	74	131	145	116	147
NO. EMPLOYEES	171	37	89	71	106	134	52	99	19	34		122	228	57	53	107	203	2263	553	176

BANKING/INSURANCE/FINANCIAL	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.8	35.8	30.8	25.0	25.8	39.6	29.7	28.1	25.3	31.6	26.6	25.7	44.8	31.6	34.7	22.7		26.2		27.6
FIRST QUARTILE	27.5	28.5	26.5	18.0	20.5	29.5	23.5	20.5	18.0	24.5	23.5	21.5	33.5	24.5	25.5	16.0		26.5		20.5
MEDIAN	35.5	34.5	30.5	21.5	24.5	38.0	28.5	27.5	24.5	30.5	26.5	24.5	43.0	28.5	32.5	21.5		26.5		28.5
THIRD QUARTILE	40.0	43.0	34.5	28.5	29.5	47.5	34.5	34.5	30.5	38.0	27.5	28.5	57.5	34.5	40.0	25.5		26.5		31.5
NO. COMPANIES	71	49	22	36	22	73	38	30	26	25	8	44	21	41	20	7		2		32
NO. EMPLOYEES	88	58	22	36	28	74	40	47	25	29	8	629	32	46	20	6		43		32

RETAIL/WHOLESALE	SALES AND DISTRIBUTION										JOB CATEGORY									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.3	31.1	27.1	21.3	26.4	37.7	28.4	24.8	29.8	32.5		32.9	38.7	31.1	42.1	27.7	38.8	24.4	31.8	27.3
FIRST QUARTILE	24.5	19.5	25.5	16.0	18.0	28.5	16.0	20.5	18.0	25.5		24.5	30.5	25.5	33.5	20.5	29.5	22.5	28.5	20.5
MEDIAN	30.5	25.5	26.5	19.5	25.5	38.0	32.5	22.5	18.0	35.5		27.5	40.0	29.5	38.0	26.5	36.5	25.5	31.5	25.5
THIRD QUARTILE	38.0	43.0	30.5	25.5	31.5	47.5	40.0	28.5	35.5	36.5		40.0	47.5	34.5	52.5	34.5	40.0	26.5	33.5	31.5
NO. COMPANIES	34	8	6	20	20	17	7	19	4	3		15	34	13	5	29	12	17	7	24
NO. EMPLOYEES	43	8	6	20	22	17	7	23	4	3		88	55	16	6	45	16	84	24	30

UTILITIES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.5	44.5	35.5	37.4	36.2	54.7	40.5	42.6	38.0	49.6		33.7	49.1	44.5	41.8	34.3	48.3	34.4	35.0	44.1
FIRST QUARTILE	35.5	43.0	28.5	31.5	32.5	47.5	33.5	29.5	35.5	47.5		25.5	47.5	33.5	38.0	31.5	40.0	32.5	32.5	43.0
MEDIAN	40.0	47.5	38.0	38.0	38.0	52.5	43.0	36.5	35.5	47.5		38.0	47.5	47.5	40.0	31.5	43.0	33.5	34.5	43.0
THIRD QUARTILE	47.5	52.5	40.0	40.0	40.0	62.5	43.0	47.5	43.0	52.5		40.0	52.5	52.5	47.5	34.5	47.5	34.5	36.5	43.0
NO. COMPANIES	7	8	3	10	9	7	9	8	3	5		5	6	3	3	6	3	4	4	10
NO. EMPLOYEES	9	9	3	10	11	7	9	8	3	5		58	11	3	3	8	4	77	29	17

ALL OTHER TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.7	31.2	32.3	24.2	27.7	38.2	28.2	27.1	24.3	32.1	25.8	30.5	43.4	29.7	33.7	28.0	36.9	24.5	27.1	31.0
FIRST QUARTILE	25.5	26.5	27.5	18.0	22.5	29.5	20.5	21.5	20.5	26.5	25.5	22.5	36.5	24.5	29.5	23.5	31.5	22.5	24.5	24.5
MEDIAN	30.5	31.5	29.5	24.5	27.5	38.0	25.5	26.5	23.5	30.5	26.5	27.5	43.0	29.5	29.5	25.5	34.5	24.5	26.5	29.5
THIRD QUARTILE	38.0	33.5	38.0	27.5	31.5	47.5	33.5	30.5	28.5	36.5	29.5	36.5	47.5	34.5	38.0	33.5	43.0	25.5	30.5	36.5
NO. COMPANIES	101	30	20	55	38	82	35	25	26	27	5	33	33	59	14	26	13	21	15	54
NO. EMPLOYEES	126	54	22	55	38	89	38	34	26	27	5	158	60	62	30	30	39	120	40	58

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

WEST CENTRAL U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.9	35.3	30.7	24.8	29.3	37.9	29.2	29.9	24.3	38.4		32.3	42.7	30.5	38.7	29.9	44.0	27.4	33.6	34.3
FIRST QUARTILE	28.5	25.5	25.5	18.0	23.5	30.5	25.5	22.5	19.5	27.5		27.5	35.5	23.5	29.5	25.5	38.0	25.5	29.5	28.5
MEDIAN	34.5	32.5	30.5	22.5	26.5	34.5	28.5	30.5	22.5	36.5		30.5	43.0	30.5	38.0	29.5	47.5	26.5	34.5	32.5
THIRD QUARTILE	40.0	47.5	35.5	29.5	34.5	43.0	31.5	34.5	30.5	47.5		34.5	47.5	35.5	47.5	33.5	52.5	29.5	38.0	40.0
NO. COMPANIES	104	26	61	48	69	85	36	63	13	19		18	85	49	23	64	103	107	80	105
NO. EMPLOYEES	110	27	62	50	72	85	37	72	13	19		72	148	71	29	70	188	1371	502	113

BANKING/INSURANCE/FINANCIAL										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.2	33.6	32.5	25.6	27.4	36.5	28.0	25.5	21.9	35.9	34.3	24.5	27.4	28.7	31.0	28.8				26.3
FIRST QUARTILE	26.5	28.5	26.5	18.0	21.5	28.5	21.5	20.5	18.0	27.5	18.0	20.5	19.5	19.5	23.5	14.5				20.5
MEDIAN	33.5	33.5	33.5	21.5	26.5	34.5	24.5	24.5	19.5	33.5	30.5	23.5	24.5	26.5	30.5	22.5				23.5
THIRD QUARTILE	43.0	40.0	38.0	29.5	30.5	43.0	34.5	28.5	26.5	40.0	52.5	28.5	29.5	36.5	35.5	32.5				29.5
NO. COMPANIES	74	43	21	38	24	77	30	36	33	14	6	44	31	44	21	6				42
NO. EMPLOYEES	92	64	23	41	28	77	31	40	35	14	6	838	188	59	21	6				42

RETAIL/WHOLESALE SALES AND DISTRIBUTION										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.6	31.8	26.9	22.2	24.7	37.2	22.1	24.7	21.4	24.2		26.1	36.3	34.8	32.3	26.5	29.4	22.6	28.1	28.2
FIRST QUARTILE	23.5	24.5	23.5	18.0	19.5	30.5	16.0	20.5	16.0	21.5		19.5	29.5	23.5	27.5	21.5	25.5	18.0	23.5	22.5
MEDIAN	29.5	30.5	28.5	20.5	24.5	35.5	19.5	22.5	20.5	22.5		24.5	34.5	27.5	29.5	25.5	29.5	21.5	27.5	28.5
THIRD QUARTILE	34.5	38.0	30.5	27.5	28.5	43.0	31.5	24.5	26.5	28.5		30.5	40.0	43.0	40.0	31.5	33.5	23.5	32.5	32.5
NO. COMPANIES	40	8	5	20	24	24	5	16	7	3		17	31	15	7	34	8	11	10	30
NO. EMPLOYEES	52	8	5	20	29	25	7	18	7	3		91	46	16	7	45	20	56	33	47

UTILITIES										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.7	41.2		34.8	31.8	43.4	31.7	29.8	28.7	38.1		37.7	41.3	34.9		31.1	49.2	34.1	32.5	38.3
FIRST QUARTILE	30.5	35.5		29.5	26.5	40.0	24.5	21.5	25.5	35.5		32.5	33.5	29.5		27.5	40.0	27.5	28.5	30.5
MEDIAN	43.0	43.0		33.5	33.5	43.0	24.5	28.5	28.5	38.0		38.0	43.0	33.5		31.5	52.5	34.5	33.5	38.0
THIRD QUARTILE	43.0	43.0		38.0	35.5	47.5	43.0	30.5	33.5	40.0		43.0	47.5	40.0		34.5	52.5	40.0	33.5	43.0
NO. COMPANIES	9	6		7	3	9	6	7	5	5		5	3	7		9	3	6	6	9
NO. EMPLOYEES	9	7		7	3	9	6	8	5	5		31	3	8		15	6	40	21	10

ALL OTHER TYPES OF BUSINESS										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.5	37.1	29.2	23.5	27.5	36.7	26.2	30.0	20.7	28.5	25.9	35.8	35.2	23.9	30.1	20.9	41.4	30.7	31.9	30.0
FIRST QUARTILE	24.5	29.5	24.5	18.0	20.5	29.5	20.5	24.5	16.0	23.5	21.5	24.5	24.5	18.0	24.5	18.0	33.5	29.5	25.5	23.5
MEDIAN	31.5	38.0	27.5	20.5	26.5	35.5	23.5	30.5	19.5	26.5	23.5	34.5	33.5	20.5	27.5	19.5	40.0	33.5	29.5	28.5
THIRD QUARTILE	38.0	43.0	31.5	27.5	33.5	43.0	31.5	34.5	23.5	32.5	25.5	47.5	43.0	28.5	35.5	24.5	47.5	33.5	43.0	34.5
NO. COMPANIES	142	34	33	66	50	119	43	39	32	30	8	35	37	70	18	30	19	30	27	78
NO. EMPLOYEES	182	65	42	69	64	132	45	90	33	33	8	103	74	158	19	58	31	614	180	89

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

SOUTHERN U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.1	38.2	32.8	27.6	29.6	37.6	27.6	30.0	31.4	41.1	40.7	39.6	42.6	35.0	41.6	29.4	43.3	28.8	32.3	33.6
FIRST QUARTILE	28.5	30.5	26.5	19.5	20.5	28.5	19.5	23.5	20.5	38.0	24.5	28.5	36.5	27.5	32.5	23.5	34.5	23.5	24.5	28.5
MEDIAN	36.5	34.5	32.5	27.5	28.5	36.5	25.5	29.5	30.5	40.0	40.0	40.0	40.0	31.5	43.0	27.5	40.0	29.5	31.5	33.5
THIRD QUARTILE	43.0	43.0	38.0	34.5	36.5	43.0	33.5	33.5	35.5	43.0	57.5	43.0	47.5	43.0	52.5	31.5	52.5	33.5	38.0	40.0
NO. COMPANIES	89	14	46	32	37	92	25	41	9	17	2	14	55	28	18	50	77	89	60	80
NO. EMPLOYEES	100	15	50	33	49	98	26	56	9	17	3	43	129	29	18	69	148	1596	261	87
BANKING/INSURANCE/FINANCIAL										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.1	34.6	32.5	23.3	29.4	35.9	27.2	22.5	22.4	33.1		26.3	45.5	32.7	33.7	24.3				26.8
FIRST QUARTILE	28.5	30.5	24.5	18.0	21.5	25.5	19.5	16.0	18.0	24.5		21.5	34.5	29.5	23.5	20.5				21.5
MEDIAN	33.5	34.5	29.5	21.5	26.5	33.5	23.5	19.5	21.5	28.5		25.5	43.0	33.5	31.5	22.5				24.5
THIRD QUARTILE	40.0	38.0	38.0	26.5	32.5	43.0	33.5	27.5	25.5	40.0		28.5	52.5	35.5	40.0	26.5				29.5
NO. COMPANIES	64	39	17	41	18	63	28	27	23	18		36	23	38	18	6				30
NO. EMPLOYEES	76	44	17	41	21	63	32	61	23	18		590	44	50	18	6				30
RETAIL/WHOLESALE SALES AND DISTRIBUTION										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.2	35.8	36.7	24.0	29.3	42.2	27.3	26.8	23.5	31.5		35.5	41.2	33.1	39.0	29.3	36.5	28.2	26.7	42.8
FIRST QUARTILE	24.5	26.5	29.5	18.0	23.5	31.5	19.5	18.0	20.5	24.5		19.5	33.5	22.5	29.5	23.5	28.5	24.5	27.5	26.5
MEDIAN	32.5	36.5	35.5	21.5	26.5	40.0	21.5	25.5	25.5	24.5		38.0	43.0	31.5	40.0	27.5	31.5	31.5	27.5	43.0
THIRD QUARTILE	40.0	43.0	47.5	24.5	35.5	52.5	29.5	32.5	28.5	40.0		47.5	47.5	38.0	43.0	34.5	40.0	33.5	27.5	62.5
NO. COMPANIES	35	16	9	16	21	27	16	20	5	10		19	26	19	13	32	8	12	3	23
NO. EMPLOYEES	52	24	9	16	28	27	18	24	5	10		74	59	24	14	94	14	74	5	31
UTILITIES										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	42.9	42.1	42.2	33.3	33.4	46.8	41.3	35.7	37.0	43.9		34.5	35.4	39.4	50.6	25.8	35.3	27.3	38.6	43.9
FIRST QUARTILE	38.0	38.0	33.5	24.5	23.5	36.5	32.5	23.5	25.5	35.5		32.5	23.5	32.5	40.0	21.5	28.5	23.5	36.5	33.5
MEDIAN	47.5	43.0	40.0	29.5	30.5	47.5	40.0	30.5	38.0	47.5		34.5	35.5	38.0	52.5	23.5	34.5	28.5	40.0	43.0
THIRD QUARTILE	47.5	47.5	52.5	38.0	47.5	57.5	52.5	43.0	47.5	52.5		36.5	43.0	47.5	52.5	31.5	40.0	30.5	43.0	52.5
NO. COMPANIES	17	10	5	15	9	12	12	14	6	11		11	7	9	3	14	3	10	10	16
NO. EMPLOYEES	38	20	6	16	15	12	14	26	7	11		88	12	10	4	31	8	129	223	22
ALL OTHER TYPES OF BUSINESS										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.5	38.6	32.2	21.6	28.9	35.1	28.5	28.9	22.6	34.2	35.8	33.5	35.8	26.2	40.1	23.4	35.0	24.5	29.8	29.4
FIRST QUARTILE	25.5	32.5	26.5	14.5	21.5	24.5	21.5	23.5	16.0	28.5	20.5	23.5	25.5	16.0	29.5	18.0	25.5	18.0	20.5	23.5
MEDIAN	33.5	40.0	32.5	18.0	27.5	34.5	27.5	28.5	20.5	32.5	33.5	34.5	32.5	25.5	38.0	20.5	28.5	23.5	25.5	30.5
THIRD QUARTILE	40.0	43.0	38.0	25.5	30.5	43.0	32.5	33.5	27.5	36.5	47.5	40.0	43.0	33.5	52.5	27.5	43.0	28.5	36.5	34.5
NO. COMPANIES	137	50	27	75	38	103	56	43	43	31	6	37	39	69	20	46	22	35	27	81
NO. EMPLOYEES	217	115	29	124	47	137	75	48	64	31	6	307	109	111	26	119	33	381	105	117

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

WESTERN U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.3	43.6	35.2	27.1	32.1	38.0	33.3	31.5	35.5	40.3		40.4	42.4	34.7	42.4	29.9	42.8	31.1	34.4	35.3
FIRST QUARTILE	29.5	30.5	26.5	20.5	23.5	26.5	26.5	22.5	26.5	34.5		34.5	33.5	23.5	38.0	24.5	34.5	24.5	29.5	28.5
MEDIAN	35.5	47.5	32.5	23.5	29.5	34.5	28.5	31.5	32.5	40.0		38.0	40.0	33.5	43.0	30.5	43.0	32.5	35.5	34.5
THIRD QUARTILE	40.0	57.5	43.0	32.5	38.0	47.5	40.0	35.5	47.5	47.5		47.5	52.5	43.0	47.5	35.5	47.5	38.0	38.0	43.0
NO. COMPANIES	63	6	23	27	23	41	17	28	3	10		13	44	24	13	30	49	43	32	56
NO. EMPLOYEES	72	6	24	27	24	43	18	31	3	10		24	108	27	13	38	69	509	176	59

BANKING/INSURANCE/FINANCIAL

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.9	40.8	36.5	24.6	31.2	40.0	25.8	30.1	25.1	32.6	38.3	37.7	39.0	32.9	36.0	28.2				26.2
FIRST QUARTILE	27.5	33.5	29.5	22.5	21.5	31.5	20.5	26.5	21.5	27.5	16.0	30.5	29.5	26.5	25.5	19.5				19.5
MEDIAN	35.5	40.0	33.5	23.5	33.5	38.0	23.5	29.5	24.5	28.5	36.5	38.0	38.0	32.5	34.5	29.5				21.5
THIRD QUARTILE	43.0	47.5	36.5	27.5	34.5	47.5	29.5	33.5	28.5	30.5	38.0	47.5	47.5	38.0	43.0	35.5				29.5
NO. COMPANIES	48	33	8	17	12	44	18	15	20	7	4	29	18	38	15	3				17
NO. EMPLOYEES	52	69	8	17	13	44	18	18	21	7	4	580	32	39	20	3				18

RETAIL/WHOLESALE SALES AND DISTRIBUTION

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.5	32.5	25.1	21.8	23.9	35.7	28.0	25.8		27.8		35.1	37.6	24.5	33.7	30.0	31.5	26.6	27.5	28.3
FIRST QUARTILE	21.5	26.5	18.0	18.0	18.0	27.5	21.5	19.5		18.0		29.5	29.5	19.5	23.5	23.5	25.5	23.5	20.5	21.5
MEDIAN	24.5	30.5	24.5	19.5	23.5	33.5	26.5	23.5		25.5		35.5	38.0	23.5	30.5	28.5	29.5	23.5	31.5	25.5
THIRD QUARTILE	31.5	34.5	25.5	23.5	27.5	40.0	29.5	31.5		40.0		35.5	43.0	27.5	31.5	34.5	34.5	32.5	31.5	35.5
NO. COMPANIES	33	5	4	14	21	10	4	13		3		21	33	13	5	34	11	10	6	25
NO. EMPLOYEES	33	5	4	14	22	10	4	16		3		50	68	14	6	41	11	54	12	34

UTILITIES

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	44.3	38.4		30.7	35.8	45.4	35.2	39.0	31.1	41.1		46.0		40.2		38.3	30.7		38.6	40.5
FIRST QUARTILE	38.0	38.0		29.5	32.5	36.5	26.5	38.0	25.5	38.0		43.0		34.5		33.5	28.5		30.5	38.0
MEDIAN	47.5	38.0		30.5	38.0	43.0	35.5	40.0	28.5	40.0		47.5		43.0		38.0	29.5		34.5	43.0
THIRD QUARTILE	47.5	40.0		31.5	38.0	47.5	36.5	40.0	36.5	47.5		47.5		43.0		43.0	32.5		43.0	47.5
NO. COMPANIES	9	6		6	5	8	7	5	7	5		4		3		5	3		5	9
NO. EMPLOYEES	16	6		6	5	8	7	27	7	5		32		3		6	18		9	10

ALL OTHER TYPES OF BUSINESS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.5	49.2	32.3	25.5	26.1	41.2	28.1	28.4	26.4	38.8	30.5	33.7	46.5	32.0	36.5	32.1	38.9	30.7	35.8	36.7
FIRST QUARTILE	29.5	43.0	26.5	19.5	18.0	31.5	20.5	19.5	20.5	30.5	23.5	24.5	36.5	24.5	32.5	24.5	32.5	24.5	27.5	29.5
MEDIAN	35.5	52.5	32.5	23.5	21.5	40.0	26.5	30.5	24.5	38.0	32.5	31.5	43.0	31.5	33.5	30.5	40.0	31.5	36.5	33.5
THIRD QUARTILE	40.0	62.5	36.5	31.5	29.5	47.5	32.5	33.5	31.5	47.5	35.5	40.0	62.5	36.5	43.0	36.5	43.0	38.0	43.0	43.0
NO. COMPANIES	61	22	8	32	16	51	23	11	22	13	3	27	21	36	10	17	8	12	8	32
NO. EMPLOYEES	68	84	9	33	18	52	27	20	22	16	3	43	40	37	10	24	16	145	140	35

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

BRANTFORD, ON

TOTAL ALL TYPES OF BUSINESS

CANADA

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.9											34.2	36.7			44.1	30.2		28.1	
FIRST QUARTILE	20.5											30.5	34.5			38.0	30.5		22.5	
MEDIAN	33.5											30.5	35.5			43.0	30.5		24.5	
THIRD QUARTILE	34.5											30.5	38.0			52.5	30.5		39.0	
NO. COMPANIES	4											3	3			4	3		3	
NO. EMPLOYEES	4											12	6			9	11		3	

CALGARY, AB

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	45.0	42.0		43.0	35.8	50.2	44.4	37.5				37.7	41.8	38.5		33.3		36.1		43.8
FIRST QUARTILE	38.0	35.5		26.5	29.5	43.0	24.5	32.5				32.5	32.5	31.5		24.5		32.5		34.5
MEDIAN	43.0	43.0		40.0	35.5	47.5	43.0	40.0				38.0	38.0	40.0		35.5		36.5		35.5
THIRD QUARTILE	52.5	47.5		43.0	38.0	62.5	52.5	40.0				43.0	52.5	47.5		40.0		38.0		47.5
NO. COMPANIES	9	3		4	4	6	4	2				3	5	7		2		3		4
NO. EMPLOYEES	11	3		4	4	6	4	3				16	6	7		3		13		4

EDMONTON, AB

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.2							24.3				37.4	37.1			24.8	36.0	36.5	39.5	33.7
FIRST QUARTILE	25.5							21.5				29.5	29.5			20.5	32.5	28.5	27.5	24.5
MEDIAN	40.0							21.5				40.0	31.5			21.5	38.0	30.5	33.5	34.5
THIRD QUARTILE	43.0							24.5				40.0	40.0			32.5	38.0	52.5	34.5	43.0
NO. COMPANIES	3							2				2	4			3	2	3	2	4
NO. EMPLOYEES	3							4				4	4			3	6	14	4	5

HAMILTON, ON

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.3	38.9	34.7	28.6	31.1	42.5	35.0	31.3	23.9			36.1	45.3	33.5	39.3	32.5	41.7	29.0	37.7	33.0
FIRST QUARTILE	29.5	35.5	30.5	21.5	24.5	32.5	16.0	23.5	22.5			28.5	38.0	25.5	38.0	22.5	33.5	27.5	31.5	26.5
MEDIAN	32.5	36.5	32.5	29.5	29.5	43.0	36.5	31.5	22.5			35.5	43.0	31.5	40.0	33.5	40.0	28.5	34.5	33.5
THIRD QUARTILE	38.0	40.0	33.5	34.5	43.0	52.5	40.0	33.5	22.5			40.0	52.5	40.0	40.0	43.0	47.5	31.5	43.0	38.0
NO. COMPANIES	32	7	8	13	15	18	4	7	5			12	23	11	3	16	20	22	12	25
NO. EMPLOYEES	33	9	9	13	17	18	4	9	5			28	33	11	3	17	23	102	19	25

KITCHENER (GRAND VALLEY), ON

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.1	35.4	30.4	23.4	26.2	37.9	30.8	26.0	29.5	36.6		36.9	40.5	32.4	40.8	27.9	43.0	29.8	33.6	33.3
FIRST QUARTILE	28.5	34.5	28.5	16.0	19.5	30.5	28.5	19.5	16.0	30.5		30.5	35.5	24.5	29.5	25.5	34.5	26.5	24.5	28.5
MEDIAN	34.5	38.0	31.5	22.5	27.5	36.5	33.5	22.5	26.5	32.5		38.0	40.0	35.5	38.0	26.5	40.0	29.5	29.5	31.5
THIRD QUARTILE	40.0	40.0	33.5	27.5	29.5	43.0	34.5	28.5	43.0	40.0		43.0	43.0	40.0	52.5	33.5	47.5	33.5	38.0	36.5
NO. COMPANIES	54	8	17	22	22	28	9	18	3	7		16	32	7	10	17	38	38	26	47
NO. EMPLOYEES	58	9	18	23	22	31	9	20	3	7		44	54	7	10	17	49	352	116	57

LONDON, ON

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.1	28.0	32.9	25.4	21.4	35.4	31.2	31.0				45.8	38.6	29.3	31.8	32.2	40.7	28.3	32.3	35.0
FIRST QUARTILE	29.5	25.5	29.5	19.5	19.5	28.5	24.5	26.5				47.5	27.5	24.5	28.5	26.5	40.0	25.5	27.5	31.5
MEDIAN	35.5	27.5	30.5	24.5	22.5	31.5	29.5	33.5				47.5	38.0	27.5	31.5	27.5	43.0	28.5	31.5	35.5
THIRD QUARTILE	40.0	27.5	33.5	32.5	23.5	47.5	34.5	35.5				52.5	47.5	31.5	35.5	40.0	43.0	30.5	35.5	36.5
NO. COMPANIES	12	2	4	5	5	11	3	5				2	8	4	3	6	6	6	6	12
NO. EMPLOYEES	13	26	4	5	5	11	3	5				9	19	4	3	6	9	47	10	12

MONTREAL, PQ

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
AVERAGE	35.9	33.5				38.2		31.3				36.5	45.2	29.3		30.1
FIRST QUARTILE	30.5	27.5				30.5		28.5				34.5	36.5	26.5		27.5
MEDIAN	38.0	36.5				38.0		31.5				36.5	43.0	26.5		27.5
THIRD QUARTILE	40.0	36.5				47.5		31.5				40.0	57.5	31.5		31.5
NO. COMPANIES	7	3				5		4				8	5	5		4
NO. EMPLOYEES	7	3				5		4				116	7	59		6

OTTAWA, ON

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
AVERAGE	38.5			28.5		46.0										
FIRST QUARTILE	36.5			16.0		43.0										
MEDIAN	38.0			29.5		47.5										
THIRD QUARTILE	43.0			40.0		47.5										
NO. COMPANIES	5			3		3										
NO. EMPLOYEES	5			3		3										

REGINA, SK

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
AVERAGE	39.8	49.6	39.7	32.6	44.3	51.1	41.0	25.9		45.6		38.7	51.5	34.7		35.8
FIRST QUARTILE	24.5	47.5	35.5	30.5	38.0	43.0	32.5	18.0		39.0		34.5	43.0	27.5		33.5
MEDIAN	43.0	52.5	43.0	30.5	47.5	47.5	36.5	24.5		47.5		40.0	52.5	34.5		33.5
THIRD QUARTILE	47.5	57.5	47.5	35.5	47.5	57.5	47.5	32.5		52.5		40.0	52.5	35.5		36.5
NO. COMPANIES	15	6	6	5	3	10	4	5		5		7	5	5		5
NO. EMPLOYEES	15	13	6	6	3	12	4	11		5		42	12	8		6

TORONTO, ON

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
AVERAGE	34.5		24.7	28.5	35.1	46.5		38.2				34.5	32.2			26.7
FIRST QUARTILE	31.5		23.5	25.5	32.5	44.0		28.5				24.5	22.5			19.5
MEDIAN	34.5		27.5	25.5	34.5	43.0		31.5				40.0	34.5			23.5
THIRD QUARTILE	40.0		34.5	26.5	35.5	47.5		52.5				43.0	43.0			24.5
NO. COMPANIES	3		5	3	4	5		3				5	6			1
NO. EMPLOYEES	3		5	4	4	5		3				15	6			9

WINNIPEG, MB

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
AVERAGE	39.2	48.2	33.6	33.5	33.1	44.9	41.1	38.5		44.1		36.1	39.7	28.2		35.3
FIRST QUARTILE	30.5	47.5	28.5	24.5	24.7	35.5	27.5	22.5		28.5		26.5	31.5	21.5		32.5
MEDIAN	40.0	47.5	38.0	29.5	39.5	43.0	34.0	30.5		43.0		43.0	40.0	32.5		35.5
THIRD QUARTILE	47.5	47.5	40.0	43.0	40.0	52.5	52.5	32.5		47.5		43.0	47.5	32.5		43.0
NO. COMPANIES	16	4	7	7	4	12	7	4		4		5	6	7		6
NO. EMPLOYEES	18	7	7	7	5	12	7	6		4		15	7	7		7

EASTERN UNITED STATES

ALBANY, NY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
AVERAGE	23.5	30.1				28.1		21.8				20.3	36.1			25.4
FIRST QUARTILE	19.0	23.5				22.5		14.5				18.0	24.5			18.0
MEDIAN	20.5	28.5				23.5		22.5				18.0	32.5			25.5
THIRD QUARTILE	27.5	30.5				23.5		28.5				22.5	43.0			25.5
NO. COMPANIES	6	3				4		3				4	2			2
NO. EMPLOYEES	6	4				4		3				127	19			8

ATLANTIC CITY, NJ

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
AVERAGE	19.1	23.4		23.2	20.4	36.4		23.3				15.0				24.7
FIRST QUARTILE	17.5	18.0		21.5	14.5	23.5		16.0				14.5				24.5
MEDIAN	24.5	20.5		21.5	16.0	34.5		16.0				14.5				31.5
THIRD QUARTILE	34.5	27.5		24.5	21.5	47.5		18.0				16.0				33.5
NO. COMPANIES	6	4		6	4	6		2				2				5
NO. EMPLOYEES	6	4		6	4	6		3				6				6

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

BINGHAMTON (TRIPLE CITIES), NY

TOTAL ALL TYPES OF BUSINESS			JOB CATEGORY																
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.1		27.0	22.3	25.8	35.7			36.7	27.5	34.8	44.3		31.2	27.3	44.2	26.7	35.0	29.9
FIRST QUARTILE	26.5		19.5	18.0	20.5	32.5			19.5	16.0	23.5	36.5		20.5	24.5	38.0	22.5	31.5	25.5
MEDIAN	27.5		21.5	22.5	23.5	34.5			38.0	26.5	36.0	47.5		25.5	27.5	40.0	27.5	34.5	29.5
THIRD QUARTILE	33.5		40.0	22.5	29.5	38.0			52.5	40.0	43.0	52.5		47.5	28.5	47.5	31.5	34.0	36.5
NO. COMPANIES	8		3	5	6	9			3	3	5	4		3	4	5	6	4	7
NO. EMPLOYEES	9		3	5	6	9			3	3	12	11		3	5	6	61	11	9

BOSTON, MA

TOTAL ALL TYPES OF BUSINESS			JOB CATEGORY																
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.7	31.8		22.9	26.8	42.9	38.3	26.6	30.4		31.1	36.8	32.5		25.2	38.3	24.8	35.4	33.4
FIRST QUARTILE	22.5	23.5		18.0	16.0	34.5	33.5	24.5	24.5		28.5	34.5	26.5		19.5	32.5	22.5	25.5	27.5
MEDIAN	23.5	24.5		22.5	23.5	41.0	35.5	27.5	31.5		31.5	35.5	29.5		23.5	34.5	24.5	38.0	34.5
THIRD QUARTILE	25.5	40.0		25.5	31.5	52.5	36.5	28.5	36.5		32.5	38.0	35.5		29.5	47.5	27.5	33.0	38.0
NO. COMPANIES	13	7		7	8	10	4	7	5		3	5	4		7	5	5	3	9
NO. EMPLOYEES	80	18		7	9	11	4	8	5		15	11	4		9	7	19	4	12

BRIDGEPORT (GREATER), CT

TOTAL ALL TYPES OF BUSINESS			JOB CATEGORY																
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.4	51.0	35.0	30.8	32.3	48.1	32.7				24.9	45.0	33.1	39.0	28.3	44.1	29.7	38.3	39.2
FIRST QUARTILE	28.5	43.0	27.5	26.5	19.5	36.5	27.5	22.5			21.5	34.5	27.5	27.5	21.5	43.0	28.5	35.5	29.5
MEDIAN	40.0	52.5	33.5	28.5	28.5	43.0	32.5	26.5			23.5	43.0	30.5	38.0	25.5	43.0	29.5	40.0	38.0
THIRD QUARTILE	47.5	57.5	43.0	33.5	38.0	62.5	38.0	38.0			27.5	62.5	30.5	43.0	27.5	43.0	31.5	43.0	47.5
NO. COMPANIES	9	3	6	6	4	9	3	4			4	7	8	4	8	4	7	5	7
NO. EMPLOYEES	11	3	7	6	4	9	3	4			35	10	8	4	8	4	74	15	11

BUFFALO, NY

TOTAL ALL TYPES OF BUSINESS			JOB CATEGORY																
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.3	34.8	27.9	26.0	28.0	37.7	31.4	26.5	24.4	29.0		37.4	40.1	25.1	38.7	27.4	43.5	28.0	29.1
FIRST QUARTILE	26.5	26.5	23.5	19.5	18.0	32.5	26.5	23.5	18.0	23.5		33.5	33.5	22.5	35.5	23.5	34.5	26.5	21.5
MEDIAN	29.5	33.5	29.5	27.5	26.5	38.0	27.5	25.5	22.5	29.5		33.5	40.0	24.5	40.0	23.5	40.0	28.5	29.5
THIRD QUARTILE	38.0	43.0	30.5	32.5	35.5	43.0	38.0	27.5	23.5	32.5		40.0	43.0	25.5	43.0	32.5	57.5	30.5	34.5
NO. COMPANIES	36	11	17	19	18	35	17	17	5	5		3	21	0	9	9	22	29	29
NO. EMPLOYEES	48	14	17	19	19	25	10	21	5	5		7	37	9	9	9	27	298	63

DELAWARE, DE

TOTAL ALL TYPES OF BUSINESS			JOB CATEGORY																
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.4	41.5	30.6	25.8	34.5	43.2	35.8	26.1	32.0	41.0		33.7	37.0	34.1	38.6	33.6	42.3	26.3	32.2
FIRST QUARTILE	27.5	34.5	20.5	14.5	24.5	32.5	18.0	16.0	21.5	19.5		27.5	27.5	22.5	31.5	22.5	25.5	22.5	10.5
MEDIAN	30.5	35.5	20.5	19.5	32.5	40.0	34.5	20.5	31.5	34.5		32.5	40.0	30.5	32.5	27.5	40.0	27.5	31.5
THIRD QUARTILE	38.0	47.5	38.0	27.5	47.5	57.5	47.5	33.5	43.0	47.5		33.5	43.0	43.0	43.0	47.5	62.5	31.5	38.0
NO. COMPANIES	20	5	4	8	10	15	7	10	3	6		5	6	9	1	7	7	6	13
NO. EMPLOYEES	25	5	6	8	11	15	7	13	3	4		8	10	9	4	7	7	93	22

FINGER LAKES, NY

TOTAL ALL TYPES OF BUSINESS			JOB CATEGORY																
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.2	34.7	29.0	27.9	30.9	48.2			33.4	35.0	34.3	42.8	37.5	39.6	26.8	45.2	26.8	32.2	36.1
FIRST QUARTILE	30.5	29.5	25.5	26.5	27.5	43.0			29.5	31.5	27.5	36.5	23.5	33.5	23.5	40.0	23.5	26.5	29.5
MEDIAN	34.5	31.5	29.5	27.5	33.5	52.5			32.5	33.5	34.5	40.0	26.5	38.0	25.5	47.5	26.5	30.5	36.5
THIRD QUARTILE	47.5	43.0	29.5	29.5	34.5	52.5			40.0	38.0	40.0	43.0	62.5	43.0	28.5	52.5	30.5	33.0	38.0
NO. COMPANIES	8	3	5	4	6	5			6	5	3	7	3	4	7	6	8	6	8
NO. EMPLOYEES	10	3	5	5	7	5			7	5	51	21	3	10	24	11	132	15	8

HARRISBURG AREA, PA

TOTAL ALL TYPES OF BUSINESS											JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	33.3	29.6	25.6	31.9	30.0	35.5	24.8	27.3	23.9	34.2		21.8	33.6	26.0	39.1	26.6	34.4	25.0	32.7	34.5	
FIRST QUARTILE	25.5	25.5	24.5	25.5	25.5	24.5	18.0	20.5	23.5	30.5		19.5	28.5	18.0	19.5	21.5	34.5	23.5	28.5	24.5	
MEDIAN	33.5	29.5	25.5	36.5	29.5	33.5	21.5	21.5	24.5	32.5		21.5	33.5	19.5	36.5	24.5	38.0	24.5	32.5	34.5	
THIRD QUARTILE	40.0	32.5	25.5	38.0	33.5	47.5	28.5	35.5	24.5	39.0		24.5	38.0	31.5	39.0	30.5	43.0	27.5	36.5	43.0	
NO. COMPANIES	26	10	10	13	11	19	8	7	5	7		9	7	12	4	13	11	11	9	16	
NO. EMPLOYEES	35	15	63	29	11	20	15	8	174	7		81	17	12	4	30	69	239	39	32	

HARTFORD, CT

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY											
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	33.1	32.5		28.4	29.3	37.0	25.7	30.3						28.3		23.8		27.4	33.7	29.6	
FIRST QUARTILE	31.5	31.5		27.5	28.5	35.5	19.5	24.5						22.5		27.5		24.5	29.5	26.5	
MEDIAN	33.5	32.5		29.5	28.5	35.5	27.5	31.5						24.5		23.5		27.5	32.5	26.5	
THIRD QUARTILE	33.5	33.5		30.5	28.5	38.0	32.5	38.0						38.0		23.5		29.5	36.5	28.5	
NO. COMPANIES	6	2		6	2	4	3	3						3		3		2	2	3	
NO. EMPLOYEES	46	19		92	4	25	5	5						3		26		89	18	8	

LANCASTER, PA

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY											
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	29.8		29.9	21.9	30.4	34.7	25.5	30.7		30.9		44.4	38.9	23.5	36.4	26.3	39.4	27.0	29.8	34.5	
FIRST QUARTILE	23.5		21.5	14.5	20.5	26.5	16.0	18.0		24.5		28.5	34.5	18.0	30.5	20.5	30.5	22.5	22.5	28.5	
MEDIAN	27.5		29.5	20.5	23.5	32.5	27.5	22.5		32.5		47.5	40.0	23.5	31.5	26.5	43.0	25.5	28.5	35.5	
THIRD QUARTILE	36.5		36.5	23.5	32.5	43.0	28.5	31.5		40.0		57.5	43.0	28.5	43.0	28.5	47.5	30.5	30.0	40.0	
NO. COMPANIES	18		8	12	9	10	7	10		5		6	15	6	4	5	10	7	6	10	
NO. EMPLOYEES	19		9	12	10	10	7	10		5		20	52	6	6	6	15	117	33	16	

LEHIGH VALLEY, PA

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY											
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	30.6	36.6	32.5	29.7	24.5	38.7	41.8	28.7	20.1	29.9		23.6	35.2	29.7	33.1	28.7	48.1	33.2	38.6	43.0	
FIRST QUARTILE	20.5	28.5	24.5	22.5	19.5	26.5	30.5	24.5	16.0	23.5		19.5	24.5	27.5	26.5	19.5	29.5	30.5	34.5	31.5	
MEDIAN	25.5	40.0	29.5	25.5	23.5	34.5	33.5	27.5	18.0	24.5		23.5	31.5	29.5	31.5	27.5	47.5	33.5	40.0	47.5	
THIRD QUARTILE	38.0	43.0	35.5	35.5	29.5	52.5	52.5	30.5	22.5	28.5		27.5	47.5	32.5	40.0	40.0	62.5	35.5	43.0	52.5	
NO. COMPANIES	17	5	11	10	8	19	6	9	5	4		4	6	6	6	9	10	13	10	13	
NO. EMPLOYEES	18	7	11	10	11	19	6	17	5	4		14	6	6	7	11	11	448	131	22	

MONTGOMERY COUNTY, PA

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY											
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	33.0	37.2		19.3	25.9	28.8	32.3	30.7	19.7	41.3		24.8	43.9	34.6	34.2	27.8	36.8		26.2	26.8	
FIRST QUARTILE	22.5	31.5		16.0	14.5	18.0	22.5	25.5	19.0	33.5		22.5	40.0	20.5	22.5	18.0	30.5		22.5	22.5	
MEDIAN	29.5	40.0		18.0	24.5	27.5	23.5	26.5	19.5	34.5		23.5	43.0	34.5	35.5	21.5	33.5		24.5	25.5	
THIRD QUARTILE	43.0	43.0		24.5	28.5	35.5	47.5	30.5	22.5	34.5		23.5	47.5	52.5	38.0	33.5	36.5		26.5	31.5	
NO. COMPANIES	11	4		7	5	8	5	5	5	4		3	7	7	5	4	4		5	7	
NO. EMPLOYEES	12	6		7	5	8	5	5	5	4		8	7	7	5	4	8		13	7	

NEWARK (METRO NJ)

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY											
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	34.5	32.0	27.8	27.6	32.4	44.4	32.0	30.5	33.0	37.6		35.7	52.0	32.4	30.8	29.3	50.6	28.3	31.9	45.8	
FIRST QUARTILE	35.0	23.5	24.5	22.5	24.5	32.5	26.5	19.5	18.0	33.5		30.5	43.0	23.5	31.5	25.5	43.0	23.5	31.5	31.5	
MEDIAN	40.0	28.5	24.5	25.5	30.5	38.0	24.5	14.5	34.0	33.5		35.5	52.5	27.5	35.5	25.5	52.5	25.5	32.5	47.5	
THIRD QUARTILE	43.0	43.0	24.5	34.5	36.5	57.5	18.0	40.0	43.0	38.0		38.0	62.5	40.0	40.0	33.5	57.5	32.5	31.5	57.5	
NO. COMPANIES	14	4	6	10	11	11	8	8	3	8		7	6	8	5	9	9	6	3	13	
NO. EMPLOYEES	10	8	8	10	12	14	4	9	3	8		29	15	8	6	14	12	98	21	16	

NEW YORK, NY

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY											
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	37.6	40.1	38.7	28.4	37.7	43.1	30.3	27.9	29.8	38.4		34.7	48.2	37.6	37.2	32.6	51.0	29.9		37.4	
FIRST QUARTILE	29.5	34.5	34.5	22.5	27.5	34.5	23.5	19.5	24.5	33.5		21.5	43.0	27.5	31.5	24.5	31.5	24.5		26.5	
MEDIAN	35.5	40.0	43.0	24.5	34.5	40.0	29.5	24.5	25.5	34.5		30.5	47.5	40.0	38.0	29.5	47.5	31.5		35.5	
THIRD QUARTILE	43.0	43.0	43.0	30.5	43.0	52.5	34.5	32.5	29.5	47.5		47.5	52.5	47.5	40.0	35.5	62.5	34.5		47.5	
NO. COMPANIES	25	12	8	19	10	25	14	7	12	10		12	11	20	7	8	3	5		17	
NO. EMPLOYEES	30	18	9	22	10	25	15	16	12	10		130	43	29	8	10	4	64		24	

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

PHILADELPHIA, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.8	37.8	29.3	24.1	30.4	43.7	27.6	32.5	26.4	31.6		30.1	44.1	31.5	35.1	27.7	42.9	24.6	30.0	29.4
FIRST QUARTILE	26.5	30.5	23.5	16.0	25.5	29.5	18.0	28.5	18.0	30.5		21.5	35.5	21.5	28.5	22.5	31.5	19.5	19.5	24.5
MEDIAN	34.5	35.5	28.5	23.5	30.5	40.0	22.5	28.5	28.5	31.5		27.5	43.0	30.5	32.5	25.5	40.0	31.5	27.5	28.5
THIRD QUARTILE	43.0	47.5	33.5	27.5	33.5	62.5	29.5	36.5	32.5	31.5		36.5	52.5	40.0	34.5	33.5	47.5	32.5	43.0	35.5
NO. COMPANIES	22	9	9	12	7	15	9	10	7	6		5	14	12	5	11	4	5	3	12
NO. EMPLOYEES	29	10	10	12	7	16	9	13	9	6		126	36	12	5	11	4	16	3	14

PITTSBURGH, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.7	31.9	32.7	27.9	25.1	39.1	23.3	28.4	23.7	34.2	37.5	27.7	41.3	32.3	33.3	26.9	41.2	27.8	24.4	32.6
FIRST QUARTILE	29.5	26.5	23.5	21.5	19.0	35.5	21.5	22.5	19.5	23.5	26.5	21.5	34.5	26.5	14.5	20.5	34.5	25.5	21.5	27.5
MEDIAN	36.5	28.5	32.5	26.5	27.5	35.5	24.5	28.5	22.5	29.5	43.0	24.5	43.0	32.5	34.5	25.5	40.0	27.5	24.5	31.5
THIRD QUARTILE	43.0	40.0	40.0	32.5	31.5	47.5	32.5	31.5	27.5	43.0	43.0	31.5	47.5	36.5	43.0	33.5	47.5	30.5	34.5	39.0
NO. COMPANIES	47	16	17	21	17	41	14	15	11	10	3	14	25	16	7	20	29	27	27	17
NO. EMPLOYEES	60	21	20	21	15	43	16	34	11	10	3	154	50	17	4	23	51	213	77	42

PORTLAND, ME

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.0	32.8	30.8	20.3	17.6	46.5	23.3	22.4				29.1	23.6	26.4	41.8	30.6		26.4	29.1	27.3
FIRST QUARTILE	23.5	24.5	18.0	16.0	14.5	27.5	18.0	16.0				27.5	16.0	23.5	25.5	14.5		22.5	22.5	27.5
MEDIAN	25.5	25.5	30.5	18.0	18.0	33.5	24.5	16.0				27.5	16.0	25.5	47.5	25.5		29.5	22.5	29.5
THIRD QUARTILE	32.5	38.0	31.5	25.5	19.5	62.5	27.5	25.5				27.5	29.5	32.5	52.5	52.5		29.5	27.5	30.5
NO. COMPANIES	14	3	4	5	5	4	3	5				4	10	5	3	3		2	3	5
NO. EMPLOYEES	14	4	4	5	5	4	3	8				9	41	5	3	1		9	4	6

PROVIDENCE, RI

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.4		32.5	18.0	22.6	28.1		23.3	15.5			26.5	31.9		31.0		38.3	24.1	23.2	27.9
FIRST QUARTILE	25.5		30.5	14.5	18.0	18.0		20.5	14.5			21.5	20.5		21.5		33.5	20.5	16.0	21.5
MEDIAN	30.5		32.5	16.0	21.5	22.5		26.5	16.0			25.5	35.5		24.5		36.5	20.5	23.5	25.5
THIRD QUARTILE	34.5		34.5	23.5	22.5	32.5		27.5	16.0			28.5	40.0		38.0		43.0	30.5	24.5	34.5
NO. COMPANIES	8		3	3	4	7		5	3			2	7		4		5	4	1	7
NO. EMPLOYEES	9		3	3	4	7		5	3			27	11		4		9	14	12	7

READING, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.2	32.3	30.6	25.3	29.8	41.3	27.1	29.0	21.7	38.0		20.8	43.0	26.9	37.5	25.4	42.7	29.0	30.6	32.9
FIRST QUARTILE	26.5	26.5	24.5	19.5	24.5	33.5	18.0	26.5	18.0	28.5		19.5	35.5	21.5	25.5	24.5	36.5	23.5	24.5	25.5
MEDIAN	28.5	29.5	28.5	22.5	27.5	38.0	26.5	30.5	19.5	43.0		20.5	43.0	24.5	38.0	26.5	43.0	29.5	30.5	32.5
THIRD QUARTILE	38.0	40.0	35.5	29.5	34.5	47.5	34.5	32.5	27.5	47.5		22.5	47.5	33.5	47.5	27.5	47.5	33.5	38.0	40.0
NO. COMPANIES	19	5	13	15	14	16	9	11	3	5		6	9	7	3	7	16	18	18	16
NO. EMPLOYEES	24	5	15	15	19	16	10	11	3	5		62	37	7	3	9	38	353	103	16

ROCHESTER, NY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.0		32.9	26.1	29.3	41.3		36.2		28.8		35.8	50.3	31.7	38.9	30.5	45.3	28.2	31.9	33.2
FIRST QUARTILE	27.5		22.5	23.5	21.5	35.5		29.5		25.5		31.5	43.0	22.5	36.5	28.5	40.0	25.5	22.5	30.5
MEDIAN	33.5		30.5	25.5	27.5	43.0		35.5		25.5		35.5	47.5	30.5	38.0	31.5	43.0	26.5	34.5	32.5
THIRD QUARTILE	47.5		40.0	26.5	36.5	47.5		35.5		28.5		38.0	62.5	40.0	38.0	34.5	47.5	33.5	39.0	40.0
NO. COMPANIES	11		7	5	6	10		5		4		5	9	5	3	6	7	8	6	8
NO. EMPLOYEES	11		7	5	7	10		7		4		39	18	5	4	7	8	84	21	9

SPRINGFIELD (WESTERN MA)

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY													
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T			
AVERAGE	31.6	35.4	24.3	23.7	28.5	36.3	25.7	25.8	18.4	27.0		23.0	44.8	27.3	37.8	26.5	43.0	26.9	24.2	30.0			
FIRST QUARTILE	23.5	21.5	24.5	18.0	23.5	26.5	19.5	20.5	14.5	24.5		18.0	32.5	19.5	21.5	22.5	33.5	23.5	23.5	24.5			
MEDIAN	30.5	38.0	23.5	22.5	28.5	38.0	24.5	23.5	18.0	26.5		22.5	47.5	24.5	35.5	25.5	43.0	26.5	26.5	27.5			
THIRD QUARTILE	38.0	43.0	31.5	28.5	32.5	43.0	32.5	30.5	20.5	28.5		27.5	52.5	34.5	47.5	30.5	52.5	30.5	32.5	34.5			
NO. COMPANIES	43	11	17	19	14	43	15	27	6	8		11	25	13	14	20	38	35	31	41			
NO. EMPLOYEES	45	11	17	19	15	43	15	30	7	8		62	39	13	14	25	42	310	110	46			

STAMFORD (SOUTHERN CT)

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY													
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T			
AVERAGE	39.9	44.9	39.2	30.3	38.9	49.8	37.1	36.4		41.1		47.5	42.4	35.1	34.3	30.6	55.0			31.1	41.2		
FIRST QUARTILE	38.0	40.0	36.5	21.5	35.5	40.0	32.5	34.5		35.5		32.5	34.5	23.5	27.5	23.5	40.0			25.5	34.5		
MEDIAN	38.0	43.0	38.0	29.5	40.0	43.0	38.0	36.5		43.0		47.5	40.0	31.5	31.5	26.5	62.5			27.5	43.0		
THIRD QUARTILE	47.5	47.5	40.0	36.5	43.0	57.5	40.0	38.0		43.0		62.5	47.5	36.5	38.0	34.5	62.5			38.0	47.5		
NO. COMPANIES	9	4	3	6	6	8	3	6		4		2	6	8	4	4	2			3	6		
NO. EMPLOYEES	16	8	3	6	7	8	3	8		4		3	39	8	4	4	3			17	11		

SYRACUSE, NY

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY													
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T			
AVERAGE	33.0	33.6	30.8	26.1	27.8	40.7	30.5	26.4	24.3	30.3		27.0	43.8	33.1	33.3	23.1	37.6	22.8	29.3	29.9			
FIRST QUARTILE	24.5	33.5	27.5	19.5	27.5	28.5	23.5	21.5	19.5	26.5		23.5	40.0	23.5	27.5	16.0	14.5	22.5	27.5	20.5			
MEDIAN	34.5	34.5	28.5	20.5	29.5	36.5	26.5	27.5	22.5	26.5		26.5	43.0	28.5	29.5	21.5	35.5	22.5	28.5	30.5			
THIRD QUARTILE	38.0	35.5	30.5	28.5	29.5	52.5	30.5	30.5	25.5	38.0		31.5	47.5	43.0	43.0	28.5	43.0	23.5	30.5	38.0			
NO. COMPANIES	12	6	4	6	5	10	5	9	6	2		3	10	8	3	5	5	6	5	7			
NO. EMPLOYEES	12	9	6	6	5	10	5	10	8	3		31	19	8	3	6	8	100	13	7			

WESTCHESTER, NY

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY													
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T			
AVERAGE	33.4	34.0	35.1	26.6	31.4	38.7	27.3	27.5	27.8	34.3	27.2	29.0	45.7	40.5	32.5	30.1	39.9	26.1	34.1	35.9			
FIRST QUARTILE	27.5	26.5	28.5	21.5	23.5	24.5	20.5	21.5	20.5	26.5	24.5	22.5	36.5	27.5	27.5	26.5	25.5	22.5	28.5	30.5			
MEDIAN	32.5	29.5	33.5	23.5	30.5	35.5	26.5	26.5	29.5	29.5	29.5	25.5	43.0	34.5	32.5	29.5	43.0	25.5	31.5	35.5			
THIRD QUARTILE	38.0	43.0	35.5	28.5	34.0	52.5	29.5	29.5	33.5	38.0	34.5	32.5	62.5	52.5	35.5	35.5	47.5	29.5	43.0	40.0			
NO. COMPANIES	33	10	4	13	19	25	9	13	3	6	3	8	14	15	10	11	6	7	7	17			
NO. EMPLOYEES	34	15	4	14	21	26	12	14	3	7	3	68	23	16	13	11	7	44	12	17			

WORCESTER, MA

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY													
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T			
AVERAGE	29.7	32.8	26.3	23.1	27.1	31.3	24.5	29.2	19.1	29.0	24.5	24.6	40.7	29.6	31.4	27.4	41.1	26.0	30.9	32.9			
FIRST QUARTILE	23.5	29.5	19.5	16.0	19.5	22.5	18.0	21.5	18.5	26.5	19.5	18.0	30.5	19.5	16.0	22.5	35.5	22.5	25.5	24.5			
MEDIAN	29.5	33.5	27.5	19.5	23.5	29.5	24.5	29.5	16.0	27.5	22.5	18.0	43.0	27.5	27.5	26.5	40.0	25.5	29.5	29.5			
THIRD QUARTILE	33.5	43.0	30.5	26.5	35.5	38.0	32.5	36.5	19.5	29.5	31.5	26.5	52.5	35.5	38.0	32.5	47.5	29.5	36.5	40.0			
NO. COMPANIES	72	9	19	22	24	54	13	42	7	7	2	12	58	22	8	31	60	65	47	58			
NO. EMPLOYEES	72	8	20	23	26	54	13	59	8	7	3	56	122	31	9	35	73	322	106	67			

EAST CENTRAL UNITED STATES

AKRON-CANTON, OH

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY											
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	39.2	42.3	38.2	28.9	32.5	45.4	38.0	33.3	38.8	41.8	27.0	29.5	49.9	36.8	38.9	29.3	45.0	27.1	31.8	35.0	
FIRST QUARTILE	29.5	34.5	28.5	21.5	25.5	35.5	31.5	26.5	31.5	36.5	26.5	24.5	43.0	29.5	35.5	23.5	38.0	26.5	30.5	25.5	
MEDIAN	38.0	43.0	33.5	26.5	31.5	43.0	39.0	32.5	38.0	43.0	26.5	28.5	47.5	34.5	38.0	26.5	43.0	26.5	30.5	34.5	
THIRD QUARTILE	43.0	52.5	43.0	38.0	40.0	57.5	43.0	38.0	47.5	47.5	27.5	31.5	62.5	43.0	43.0	34.5	52.5	28.5	34.5	40.0	
NO. COMPANIES	29	13	17	17	19	29	15	19	8	9	2	12	22	13	9	14	15	17	18	26	
NO. EMPLOYEES	32	13	17	18	21	29	17	23	8	9	2	184	52	13	15	21	22	416	105	32	

BATTLE CREEK-KALAMAZOO, MI

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY													
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T			
AVERAGE	36.0	37.3	33.9	24.3	25.4	37.5	30.2	29.4	31.1	30.9		27.8	46.2	24.6	43.0	36.9	44.9	28.0	34.4	33.3			
FIRST QUARTILE	24.5	32.5	26.5	18.0	18.0	28.5	20.5	19.5	25.5	23.5		21.5	43.0	19.5	31.5	27.5	40.0	23.5	32.5	25.5			
MEDIAN	38.0	39.0	34.5	20.5	21.5	34.5	27.5	24.5	32.5	26.5		24.5	47.5	23.5	40.0	29.5	40.0	26.5	34.5	30.5			
THIRD QUARTILE	43.0	43.0	38.0	29.5	28.5	47.5	38.0	40.0	35.5	40.0		28.5	52.5	27.5	43.0	47.5	47.5	30.5	39.0	38.0			
NO. COMPANIES	31	8	9	16	8	25	10	13	5	6		9	15	6	4	5	12	20	16	17			
NO. EMPLOYEES	37	13	9	16	8	28	10	14	5	6		79	29	6	4	6	17	173	67	17			

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

CHICAGO, IL

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.2	33.7	36.3	29.0	29.0	42.1	28.4	34.3	30.0	36.7	27.2	32.5	43.7	35.4	37.9	31.1	45.4	34.3	37.1	33.3
FIRST QUARTILE	28.5	27.5	30.5	24.5	19.5	34.5	21.5	29.5	22.5	30.5	25.5	27.5	36.5	27.5	31.5	25.5	43.0	28.5	32.5	27.5
MEDIAN	34.5	31.5	36.5	27.5	30.5	43.0	28.5	32.5	30.5	34.5	26.5	32.5	40.0	36.5	38.0	31.5	47.5	30.5	34.5	30.5
THIRD QUARTILE	40.0	38.0	43.0	31.5	35.5	47.5	30.5	40.0	33.5	43.0	29.5	35.5	43.0	43.0	47.5	34.5	52.5	40.0	43.0	40.0
NO. COMPANIES	34	14	14	21	13	31	18	11	14	11	3	7	14	26	14	12	9	6	5	23
NO. EMPLOYEES	51	30	16	21	14	32	19	13	15	11	3	44	20	29	19	19	13	42	24	23

CHICAGO (NORTH/WEST), IL

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.2	37.8	40.3	31.4	37.5	40.5	36.0	31.7		43.9		43.8	50.7	29.3	43.0	29.7	55.1	31.4	35.5	38.8
FIRST QUARTILE	35.5	26.5	29.5	26.5	30.5	32.5	25.5	26.5		29.5		30.5	43.0	24.5	38.0	26.5	52.5	27.5	31.5	33.5
MEDIAN	36.5	31.5	38.0	29.5	32.5	40.0	38.0	30.5		43.0		40.0	47.5	26.5	38.0	31.5	57.5	33.5	38.0	38.0
THIRD QUARTILE	43.0	47.5	43.0	36.5	43.0	47.5	40.0	40.0		57.5		62.5	62.5	33.5	47.5	32.5	62.5	35.5	40.0	43.0
NO. COMPANIES	20	9	7	11	12	18	7	10		7		4	4	10	6	6	10	10	10	16
NO. EMPLOYEES	26	10	8	11	16	18	7	10		7		26	13	10	6	12	29	169	48	21

CINCINNATI, OH

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.2	38.2	30.6	27.5	29.5	39.3	26.4	27.2		29.8		35.2	40.7	36.5	35.0	24.0	41.7	28.0	31.7	33.6
FIRST QUARTILE	25.5	30.5	20.5	20.5	22.5	29.5	20.5	23.5		22.5		26.5	34.5	29.5	27.5	16.0	34.5	26.5	24.5	27.5
MEDIAN	32.5	40.0	28.5	25.5	24.5	40.0	25.5	26.5		29.5		33.5	36.5	35.5	34.5	23.5	34.0	28.5	34.5	32.5
THIRD QUARTILE	43.0	43.0	38.0	34.5	36.5	47.5	30.5	31.5		36.5		40.0	47.5	47.5	43.0	25.5	47.5	30.5	35.5	38.0
NO. COMPANIES	22	11	7	11	14	19	11	9		7		7	15	13	3	11	11	10	7	15
NO. EMPLOYEES	27	12	7	11	14	20	11	9		7		13	78	14	3	12	30	190	42	16

CLEVELAND, OH

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.2	39.7	39.6	26.6	35.4	51.8	34.9	28.2	24.7	37.3		28.6	42.1	28.4	37.0	32.3	52.1	28.5	34.0	42.6
FIRST QUARTILE	30.5	29.5	32.5	14.5	28.5	43.0	33.5	21.5	18.0	31.5		21.5	29.5	20.5	19.5	10.5	47.5	24.5	13.5	30.5
MEDIAN	38.0	32.5	33.5	21.5	38.0	52.5	33.5	22.5	22.5	36.5		25.5	36.5	29.5	38.0	30.5	47.5	27.5	34.5	34.5
THIRD QUARTILE	43.0	47.5	40.0	38.0	43.0	62.5	40.0	33.5	25.5	47.5		32.5	47.5	32.5	39.0	34.5	57.5	32.5	34.0	47.5
NO. COMPANIES	17	8	4	10	11	12	5	5	7	7		4	7	9	4	6	5	5	3	8
NO. EMPLOYEES	20	8	4	10	14	12	5	5	7	7		77	8	10	4	9	10	66	4	8

COLUMBUS, OH

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.4	35.6	27.6	25.5	32.4	41.3	32.2	29.6	24.7	33.1		24.8	44.4	31.2	39.2	27.5	40.9	26.8	32.6	32.3
FIRST QUARTILE	27.5	32.5	24.5	18.0	26.5	30.5	22.5	21.5	16.0	24.5		20.5	38.0	25.5	35.5	22.5	34.5	22.5	25.5	26.5
MEDIAN	33.5	34.5	29.5	24.5	30.5	38.0	32.5	29.5	22.5	32.5		24.5	43.0	30.5	38.0	26.5	38.0	26.5	33.5	33.5
THIRD QUARTILE	38.0	43.0	31.5	33.5	34.0	47.5	38.0	32.5	27.5	38.0		27.5	47.5	36.5	43.0	32.5	47.5	30.5	36.5	38.0
NO. COMPANIES	41	9	11	17	15	31	13	24	8	8		8	29	17	2	22	30	32	19	16
NO. EMPLOYEES	49	9	11	17	16	34	13	34	9	8		137	47	20	10	31	36	297	57	42

DAYTON, OH

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.3		35.0	23.9	26.0	39.4	23.5	27.9	22.5	28.7		30.0	43.9	29.8	30.3	27.3	32.5	24.9	30.8	36.6
FIRST QUARTILE	24.5		31.5	22.5	20.5	29.5	18.0	22.5	20.5	25.5		21.5	27.5	24.5	29.5	25.5	31.5	23.5	20.5	33.5
MEDIAN	31.5		36.5	24.5	22.5	40.0	24.5	25.5	23.5	28.5		27.5	37.5	29.5	29.5	25.5	31.5	24.5	30.5	38.0
THIRD QUARTILE	38.0		38.0	25.5	30.5	47.5	27.5	32.5	23.5	31.5		34.5	57.5	35.5	29.5	26.5	31.5	26.5	32.5	40.0
NO. COMPANIES	12		6	8	9	10	7	7	3	5		6	5	3	3	5	3	6	5	7
NO. EMPLOYEES	15		6	8	16	10	7	10	3	5		58	5	3	12	5	14	47	12	12

DETROIT AREA, MI

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.9	38.6	37.8	29.1	31.9	41.1	33.8		30.9	42.3		30.5	49.4	29.1		31.2	47.1	27.9	36.3	41.4
FIRST QUARTILE	30.5	27.5	29.5	20.5	25.5	35.5	28.5		26.5	31.5		24.5	43.0	24.5		23.5	40.0	25.5	34.5	32.5
MEDIAN	38.0	36.5	36.5	30.5	29.5	43.0	30.5		27.5	32.5		28.5	47.5	29.5		27.5	40.0	29.5	36.0	43.0
THIRD QUARTILE	43.0	38.0	43.0	31.5	36.5	43.0	43.0		35.5	47.5		35.5	57.5	33.5		35.5	62.5	30.5	40.0	43.0
NO. COMPANIES	11	4	6	8	7	12	6		6	4		7	7	8		6	3	3	3	9
NO. EMPLOYEES	11	4	7	8	6	13	6		6	4		112	8	9		9	6	160	44	16

EVANSVILLE, IN

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.7	28.5	32.2	22.1	28.4	32.6	26.7	26.8				30.8	34.6	31.9	31.4	24.3	43.3	29.3	28.4	25.4
FIRST QUARTILE	22.5	23.5	23.5	16.0	20.5	24.5	24.5	20.5				22.5	29.5	25.5	28.5	20.5	29.5	24.5	21.5	18.0
MEDIAN	27.5	31.5	24.5	22.5	25.5	30.5	25.5	24.5				28.5	32.5	29.5	30.5	23.5	43.0	31.5	29.5	25.5
THIRD QUARTILE	33.5	34.5	43.0	25.5	31.5	38.0	30.5	29.5				38.0	38.0	38.0	33.5	25.5	52.5	33.5	33.5	30.5
NO. COMPANIES	25	7	6	12	14	16	5	11				12	14	7	6	12	11	12	9	17
NO. EMPLOYEES	36	7	6	12	16	16	5	12				51	20	7	6	13	14	159	40	20

FORT WAYNE, IN

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.8	33.5	30.6	24.5	29.0	35.7	23.9	24.7		26.7		25.2	43.1	27.7	33.2	25.1	46.0	23.1	29.6	30.7
FIRST QUARTILE	27.5	31.5	29.5	18.0	22.5	27.5	14.5	18.0		20.5		18.0	40.0	24.5	26.5	22.5	40.0	20.5	24.5	20.5
MEDIAN	32.5	32.5	31.5	24.5	28.5	31.5	18.0	24.5		30.5		23.5	47.5	25.5	27.5	24.5	47.5	24.5	29.5	31.5
THIRD QUARTILE	34.5	36.5	32.5	27.5	33.5	43.0	30.5	28.5		31.5		29.5	47.5	31.5	31.5	25.5	47.5	25.5	29.5	35.5
NO. COMPANIES	9	3	5	8	5	11	4	7		5		4	8	4	4	7	6	7	5	8
NO. EMPLOYEES	10	3	7	8	5	12	4	9		5		26	13	6	5	9	13	130	30	8

GRAND RAPIDS (WEST MI)

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.3	39.9	33.2	27.3	28.1	39.2	33.4	30.8	25.8	32.2		33.3	36.1	30.0	38.0	35.1	43.9	26.1	30.4	31.3
FIRST QUARTILE	27.5	31.5	29.5	16.0	22.5	30.5	20.5	21.5	20.5	25.5		20.5	29.5	24.5	23.5	31.5	33.5	22.5	27.5	27.5
MEDIAN	30.5	47.5	30.5	18.0	27.5	36.5	22.5	24.5	23.5	35.5		26.5	33.5	26.5	35.5	38.0	43.0	25.5	27.5	30.5
THIRD QUARTILE	43.0	47.5	38.0	38.0	31.5	47.5	43.0	32.5	32.5	35.5		43.0	35.5	33.5	43.0	40.0	52.5	29.5	31.5	31.5
NO. COMPANIES	14	5	6	6	12	16	4	7	6	3		7	8	13	8	6	9	13	7	14
NO. EMPLOYEES	18	5	6	6	12	17	4	8	6	3		12	15	14	8	15	9	113	45	22

INDIANAPOLIS, IN

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.8	32.4	27.8	23.4	26.3	39.8	35.4	28.7	22.0	29.5		26.0	38.7	28.0	33.3	19.9	32.3	22.2	26.2	27.6
FIRST QUARTILE	24.5	19.5	19.5	16.0	19.5	29.5	27.5	23.5	18.0	24.5		21.5	31.5	25.5	24.5	16.0	24.5	18.0	19.0	18.0
MEDIAN	28.5	34.5	27.5	21.5	26.5	32.5	38.0	29.5	18.0	25.5		24.5	36.5	28.5	32.5	18.0	24.5	21.5	25.5	27.5
THIRD QUARTILE	38.0	38.0	32.5	30.5	30.5	47.5	40.0	33.5	24.5	35.5		28.5	40.0	31.5	40.0	24.5	36.5	25.5	32.5	33.5
NO. COMPANIES	23	11	8	15	11	22	8	13	5	8		14	12	20	7	5	6	5	3	19
NO. EMPLOYEES	28	12	8	15	16	22	9	23	5	12		147	20	21	7	5	8	27	6	20

LANSING, MI

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.5	25.1	35.3	24.4	26.4	33.7		27.7				21.9	46.8			24.0				37.4
FIRST QUARTILE	23.5	18.0	34.5	16.0	19.5	25.5		19.5				19.5	40.0			16.0				24.5
MEDIAN	27.5	22.5	34.5	21.5	21.5	32.5		20.5				21.5	47.5			18.0				38.0
THIRD QUARTILE	32.5	25.5	35.5	24.5	21.5	47.5		43.0				24.5	52.5			38.0				43.0
NO. COMPANIES	9	4	2	4	4	7		3				5	2			2				4
NO. EMPLOYEES	10	4	4	4	4	7		3				45	8			3				6

PEORIA, IL

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.3	35.1	34.8	33.0		37.6		34.0	22.6			28.7	41.7	31.7			46.2	30.3	32.9	26.1
FIRST QUARTILE	25.5	34.5	26.5	14.5		31.5		22.5	15.0			24.5	34.5	29.5			40.0	27.5	29.5	24.5
MEDIAN	36.5	35.5	28.5	28.5		33.5		34.5	20.5			25.5	38.0	34.5			43.0	29.5	31.5	28.5
THIRD QUARTILE	40.0	38.0	31.5	31.5		40.0		38.0	21.5			26.5	47.5	35.5			47.5	30.5	36.5	28.5
NO. COMPANIES	11	4	4	4		8		5	4			2	5	5			4	3	3	5
NO. EMPLOYEES	13	5	4	4		8		8	4			9	13	5			8	12	6	5

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

ROCKFORD, IL

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.3	27.0	27.9	27.4	27.3	38.4	25.2	28.6				26.8	46.3	27.8	41.5	27.9	47.1	27.9	34.0	32.1
FIRST QUARTILE	31.5	24.5	26.5	21.5	23.5	32.5	21.5	24.5				16.0	38.0	19.5	25.5	23.5	38.0	26.5	32.5	29.5
MEDIAN	34.5	25.5	28.5	26.5	26.5	38.0	27.5	26.5				16.0	47.5	21.5	40.0	26.5	47.5	28.5	34.5	30.5
THIRD QUARTILE	38.0	27.5	32.5	32.5	31.5	43.0	29.5	30.5				43.0	52.5	31.5	43.0	29.5	57.5	30.5	35.5	38.0
NO. COMPANIES	17	4	9	9	8	18	10	12				5	10	8	4	10	11	16	14	18
NO. EMPLOYEES	19	5	9	9	8	18	11	12				14	16	8	4	10	12	168	42	18

TOLEDO AREA, OH

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.1	34.9	34.9	27.6	30.4	41.9	33.2	28.9	24.7	33.0		25.4	42.0	31.3	45.7	33.0	46.5	28.2	34.2	35.0
FIRST QUARTILE	29.5	29.5	29.5	24.5	23.5	33.5	25.5	20.5	24.5	24.5		20.5	34.5	25.5	36.5	28.5	40.0	25.5	29.5	27.5
MEDIAN	34.5	31.5	34.0	26.5	26.5	43.0	33.5	29.5	24.5	34.5		24.5	43.0	28.5	47.5	33.5	47.5	27.5	32.5	34.5
THIRD QUARTILE	38.0	40.0	40.0	31.5	35.5	47.5	39.0	34.5	24.5	43.0		27.5	47.5	38.0	52.5	35.5	52.5	31.5	40.0	43.0
NO. COMPANIES	39	14	16	16	18	30	16	19	5	10		12	19	10	5	15	17	27	21	29
NO. EMPLOYEES	46	18	17	18	18	32	18	19	5	10		58	25	10	7	25	28	396	79	31

WEST CENTRAL UNITED STATES

BISMARCK-MANDAN, ND

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.9	34.1		26.7	22.4	34.4	25.0	32.3	22.6	27.2		29.8	39.6	34.0		24.9	42.7	33.6	27.3	24.2
FIRST QUARTILE	28.5	30.5		18.0	14.5	29.5	22.5	18.0	16.0	24.5		25.5	29.5	33.5		20.5	30.5	18.0	22.5	18.0
MEDIAN	32.5	32.5		30.5	18.0	31.5	24.5	35.5	19.5	27.5		30.5	35.5	34.5		25.5	40.0	40.0	22.5	22.5
THIRD QUARTILE	40.0	36.0		34.5	30.5	36.5	24.5	35.5	25.5	29.5		35.5	62.5	36.5		26.5	57.5	43.0	32.5	30.5
NO. COMPANIES	15	3		5	7	11	4	4	4	2		5	9	4		6	3	7	4	9
NO. EMPLOYEES	26	7		5	7	18	4	4	4	3		13	10	5		8	3	65	8	10

CEDAR RAPIDS, IA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.7	35.6	34.2	23.9	32.3	38.1	29.1	30.3	20.5			31.1	40.1	17.9		25.9	42.6	25.9	30.2	32.3
FIRST QUARTILE	23.5	31.5	29.5	16.0	29.5	29.5	19.5	29.5	16.0			27.5	35.5	14.5		21.5	38.0	25.5	27.5	22.5
MEDIAN	29.5	31.5	31.5	18.0	31.5	33.5	31.5	30.5	16.0			28.5	38.0	18.0		26.5	38.0	27.5	29.5	30.5
THIRD QUARTILE	35.5	38.0	40.0	32.5	38.0	47.5	36.5	32.5	19.5			31.5	43.0	19.5		29.5	47.5	27.5	31.5	43.0
NO. COMPANIES	13	6	6	7	9	14	7	5	4			5	5	6		5	6	9	5	14
NO. EMPLOYEES	22	6	6	7	9	14	7	5	4			13	9	45		7	6	106	42	14

DAVENPORT, IA (QUAD-CITIES)

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.2	36.8	30.9	25.4	24.0	37.8	34.8	28.6	24.4	51.5		22.7	29.0	32.7	39.8	35.7	38.2	31.4	32.4	33.0
FIRST QUARTILE	27.5	20.5	22.5	20.5	20.5	29.5	26.5	20.5	16.0	29.5		18.0	14.5	24.5	22.5	29.5	31.5	29.5	26.5	22.5
MEDIAN	33.5	31.5	25.5	22.5	21.5	35.5	27.5	23.5	20.5	62.5		19.5	28.5	29.5	29.5	34.5	34.5	32.5	30.5	30.5
THIRD QUARTILE	39.0	32.5	36.5	28.5	25.5	47.5	34.5	36.5	29.5	62.5		24.5	40.0	38.5	62.5	43.0	43.0	32.5	40.0	43.0
NO. COMPANIES	22	4	8	15	6	18	6	10	4	3		10	12	10	6	7	11	10	10	18
NO. EMPLOYEES	23	4	8	15	7	18	6	10	4	3		50	22	10	8	7	17	66	31	20

DES MOINES, IA

TOTAL ALL TYPES OF BUSINESS											JOB CATEGORY									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.0	33.2	29.5	24.8	26.3	38.5	24.5	29.1	20.6	30.7		31.8	37.1	23.7	33.3	22.1	42.3	28.0	29.5	29.1
FIRST QUARTILE	27.5	28.5	24.5	18.0	21.5	29.5	20.5	22.5	16.0	22.5		21.5	28.5	18.0	27.5	16.0	38.0	26.5	24.5	23.5
MEDIAN	33.5	33.5	29.5	22.5	25.5	38.0	23.5	27.5	18.0	27.5		27.5	31.5	19.5	35.5	18.0	43.0	26.5	28.5	26.5
THIRD QUARTILE	40.0	40.0	33.5	31.5	31.5	43.0	28.5	33.5	24.5	35.5		36.5	43.0	29.5	36.5	25.5	47.5	29.5	33.5	38.0
NO. COMPANIES	51	23	20	31	19	40	20	26	12	12		18	26	19	13	13	14	14	12	24
NO. EMPLOYEES	60	43	29	32	23	40	23	31	14	13		96	68	41	17	28	23	64	56	30

DULUTH AREA, MN

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.0			34.1	27.1	41.9	30.6					40.4		34.0		31.6	60.8	28.2	35.1	34.1
FIRST QUARTILE	24.5			29.5	24.5	29.5	22.5					36.5		30.5		30.5	57.5	25.5	33.5	26.5
MEDIAN	30.5			34.5	26.5	38.0	24.5					43.0		31.5		32.5	62.5	25.5	34.5	29.5
THIRD QUARTILE	38.0			34.5	31.5	57.5	28.5					43.0		40.0		32.5	62.5	31.5	34.5	47.5
NO. COMPANIES	5			3	4	7	3					2		3		4	2	2	1	5
NO. EMPLOYEES	9			4	5	7	4					12		3		9	3	28	16	5

FARGO-MOORHEAD, ND

TOTAL ALL TYPES OF BUSINESS

		JOB CATEGORY																			
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	24.1	28.5			19.4	29.7	31.7		22.0	24.1			24.4	34.7	25.7	24.1	32.6	51.3	26.7	30.7	26.1
FIRST QUARTILE	22.5	22.5			14.5	13.5	27.5		14.0	19.7			21.5	29.5	20.5	19.0	20.5	25.3	21.5	26.5	20.5
MEDIAN	27.5	25.5			18.0	21.5	31.5		21.5	13.7			21.5	31.5	26.5	20.5	21.5	34.0	25.5	31.5	27.5
THIRD QUARTILE	38.7	29.5			20.5	24.5	34.0		28.5	35.7			21.5	35.5	24.5	22.1	25.5	52.1	25.5	32.5	29.5
NO. COMPANIES	22	8			10	10	17		7	9			13	17	7	4	13	6	6	4	14
NO. EMPLOYEES	22	8			10	10	17		7	9			46	11	11	4	13	11	110	24	23

FORT DODGE, IA

TOTAL ALL TYPES OF BUSINESS

		JOB CATEGORY																			
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.3					21.2	32.7						24.5	40.8	26.0		25.5	38.0	23.1	26.0	29.8
FIRST QUARTILE	23.5					18.0	31.5						14.5	40.0	18.0		21.5	27.5	20.5	24.5	26.5
MEDIAN	26.5					19.5	33.5						29.5	40.0	26.5		25.5	36.5	22.5	25.5	29.5
THIRD QUARTILE	33.0					20.5	34.5						29.5	43.0	33.5		29.5	40.0	24.5	27.5	33.5
NO. COMPANIES	5					3	6						2	2	3		3	4	5	4	5
NO. EMPLOYEES	6					5	6						3	5	3		3	5	57	11	3

KANSAS CITY, MO

TOTAL ALL TYPES OF BUSINESS

		JOB CATEGORY																			
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.0	41.3	30.4	29.6	30.1	39.2	26.7	26.2	22.2	31.3			36.1	37.5	27.2		27.5	41.0	29.3	35.1	34.2
FIRST QUARTILE	25.5	33.5	23.5	22.5	27.5	32.5	21.5	20.5	18.0	23.5			27.5	29.5	14.5		24.5	40.0	24.5	33.5	28.5
MEDIAN	28.5	40.0	27.5	24.5	29.5	38.0	24.5	26.5	20.5	31.5			30.5	34.5	27.5		28.5	40.0	29.5	34.5	30.5
THIRD QUARTILE	34.0	47.5	35.5	29.5	32.5	43.0	33.5	30.5	23.5	40.0			43.0	43.0	35.5		31.5	40.0	34.5	35.5	36.5
NO. COMPANIES	23	7	9	9	9	20	10	5	7	7			4	10	13		12	5	8	4	18
NO. EMPLOYEES	23	7	8	9	9	20	10	5	7	7			14	32	21		13	5	44	49	18

LINCOLN, NE

TOTAL ALL TYPES OF BUSINESS

		JOB CATEGORY																			
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.4	24.5	27.5	21.7	24.4	32.0	23.6	23.9	19.7	25.0			23.2	35.7	24.0		21.4	38.6	21.6	23.6	23.1
FIRST QUARTILE	20.5	23.5	18.0	16.0	18.0	25.5	16.0	16.0	18.0	20.5			19.5	25.5	18.0		18.0	25.5	19.5	20.5	20.5
MEDIAN	31.5	28.5	22.5	21.5	24.5	29.5	25.5	20.5	19.5	21.5			23.5	38.0	22.5		19.5	38.0	21.5	22.5	23.5
THIRD QUARTILE	42.0	32.5	31.5	25.5	28.5	38.0	27.5	27.5	20.5	25.5			26.5	43.0	25.5		22.5	47.5	23.5	25.5	35.5
NO. COMPANIES	26	7	4	10	13	21	10	11	5	4			10	16	9		8	6	8	5	14
NO. EMPLOYEES	27	7	4	11	15	21	11	17	5	4			69	21	21		20	8	36	25	15

MADISON, WI

TOTAL ALL TYPES OF BUSINESS

		JOB CATEGORY																			
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.0	34.0			24.4		43.1	27.3	24.0	21.9	39.0		32.9	46.1	28.0	36.1	36.3	54.5	32.8	34.5	32.3
FIRST QUARTILE	21.5	26.5			18.0		34.5	20.5	18.0	16.0	29.5		25.5	31.5	21.5	23.5	29.5	52.5	30.5	33.5	26.5
MEDIAN	29.5	26.5			23.5		38.0	21.5	22.5	18.0	40.0		31.5	43.0	23.5	35.5	36.5	52.5	31.5	40.0	27.5
THIRD QUARTILE	39.0	43.0			24.5		47.5	40.0	31.5	27.5	47.5		40.0	47.5	35.5	38.0	43.0	57.5	35.5	43.0	43.0
NO. COMPANIES	16	4			4		10	3	3	9	3		8	4	10	3	3	2	4	5	7
NO. EMPLOYEES	17	5			4		10	3	3	9	3		39	4	10	4	3	5	59	10	7

MID-MISSOURI

TOTAL ALL TYPES OF BUSINESS

		JOB CATEGORY																			
		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.2				29.0	21.8	32.5	34.9	20.1								42.2	26.3			
FIRST QUARTILE	23.5				20.5	16.0	31.5	27.5	18.0								35.5	18.0			
MEDIAN	30.5				26.5	18.0	31.5	30.3	19.5								43.0	19.5			
THIRD QUARTILE	38.0				32.5	24.5	34.5	40.0	20.5								52.5	40.0			
NO. COMPANIES	9				4	8	3	11	3								5	5			
NO. EMPLOYEES	9				4	8	3	11	4								10	6			

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

MILWAUKEE, WI

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.4	37.3	31.7	24.6	33.5	39.1	29.8	33.3	23.1	32.9		29.9	44.7	30.1	38.3	31.6	50.3	26.0	37.0	34.0
FIRST QUARTILE	32.5	28.5	27.5	18.0	32.5	34.5	23.5	27.5	19.5	27.5		27.5	40.0	23.5	27.5	18.0	52.5	25.5	38.0	28.5
MEDIAN	35.5	33.5	28.5	21.5	32.5	36.5	28.5	33.5	23.5	27.5		27.5	43.0	28.5	40.0	22.5	52.5	25.5	38.0	31.5
THIRD QUARTILE	38.0	43.0	36.5	27.5	34.5	43.0	31.5	36.5	26.5	36.5		31.5	52.5	32.5	47.5	38.0	52.5	25.5	38.0	36.5
NO. COMPANIES	18	8	9	8	8	12	9	9	5	5		3	11	8	3	6	8	11	9	14
NO. EMPLOYEES	22	8	9	8	8	12	9	10	7	5		26	16	10	3	6	38	376	176	14

MINNEAPOLIS-ST. PAUL, MN

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.2	41.2	32.3	25.5	29.8	38.3	32.7	29.3	22.3	33.4	24.0	23.1	29.2	28.9	34.0	31.5	44.8	31.1	35.5	34.0
FIRST QUARTILE	26.5	36.5	27.5	18.0	24.5	31.5	23.5	22.5	18.0	24.5	21.5	19.5	19.5	21.5	24.5	27.5	38.0	29.5	29.5	27.5
MEDIAN	33.5	43.0	30.5	24.5	28.5	38.0	30.5	28.5	22.5	30.5	23.5	20.5	24.5	24.5	32.5	29.5	47.5	33.5	33.5	32.5
THIRD QUARTILE	40.0	47.5	38.0	29.5	36.5	43.0	40.0	34.5	26.5	38.0	25.5	24.5	36.5	36.5	40.0	34.5	52.5	33.5	43.0	40.0
NO. COMPANIES	70	15	24	33	45	65	18	37	15	12	5	15	38	40	17	30	29	34	24	59
NO. EMPLOYEES	91	41	25	35	59	71	18	49	15	12	5	572	183	44	19	34	53	691	126	78

MINNESOTA (SOUTHERN)

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.5			19.2	31.9	29.9		24.5				35.7	39.5	35.9	31.0	22.4	35.0	27.6	25.9	27.8
FIRST QUARTILE	23.5			18.0	19.5	27.5		19.5				26.5	25.5	25.5	26.5	18.0	28.5	24.5	22.5	24.5
MEDIAN	33.5			18.0	30.5	30.5		21.5				38.0	43.0	32.5	28.5	20.5	33.5	27.5	25.5	26.5
THIRD QUARTILE	40.0			21.5	34.5	31.5		21.5				43.0	47.5	47.5	38.0	25.5	40.0	31.5	27.5	31.5
NO. COMPANIES	11			3	4	5		3				5	8	7	3	4	9	5	6	6
NO. EMPLOYEES	12			3	4	5		4				16	13	7	3	4	21	18	48	6

OMAHA, NE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.7	31.7	30.4	36.0	22.7	35.3	40.5	25.2	23.1	28.8		31.8	39.8	33.9		27.4	41.0	27.1	31.7	25.9
FIRST QUARTILE	24.5	26.5	26.5	16.0	16.0	28.5	35.5	18.0	18.0	25.5		31.5	32.5	26.5		22.5	28.5	25.5	30.5	18.0
MEDIAN	29.5	32.5	27.5	29.5	19.0	32.5	41.0	20.5	20.5	25.5		33.5	33.0	27.5		25.5	40.0	27.5	31.5	23.5
THIRD QUARTILE	33.5	35.5	33.5	52.5	30.5	38.0	43.0	29.5	25.5	28.5		35.5	43.0	43.0		31.5	52.5	29.5	31.5	28.5
NO. COMPANIES	16	6	6	4	5	12	3	8	4	4		4	7	9		6	6	8		6
NO. EMPLOYEES	20	9	6	7	6	12	3	8	4	4		120	9	11		8	7	42	9	8

ST. LOUIS, MO

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.9	36.9	28.3	20.6	25.6	36.1	23.2	30.3	21.0	29.3		35.0	39.7	32.9		23.7	36.3	25.4	30.3	30.2
FIRST QUARTILE	26.5	34.5	23.5	16.0	23.5	26.5	16.0	24.5	16.0	24.5		30.5	36.5	28.5		22.5	34.5	22.5	29.5	24.5
MEDIAN	34.5	35.5	25.5	19.5	27.5	31.5	18.0	30.5	18.0	24.5		35.5	40.0	34.5		25.5	36.5	25.5	31.5	28.5
THIRD QUARTILE	43.0	47.5	30.5	21.5	28.5	47.5	29.5	33.5	23.5	32.5		38.0	43.0	36.5		26.5	40.0	28.5	31.5	34.5
NO. COMPANIES	18	5	8	10	8	18	5	9	4	3		5	8	15		4	10	7	5	13
NO. EMPLOYEES	21	5	8	10	9	18	5	48	4	4		15	13	41		5	15	21	22	13

TOPEKA, KS

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.5	29.0	30.7	20.4	24.3	41.2	23.1	32.2	28.8			25.5	38.7	30.8	29.5	25.3	28.2	24.3	27.9	27.2
FIRST QUARTILE	23.5	24.5	29.5	14.5	19.5	35.5	19.5	22.5	21.5			21.5	32.5	22.5	28.5	21.5	24.5	21.5	23.5	19.5
MEDIAN	31.5	25.5	30.5	18.0	24.5	36.5	20.5	25.5	30.5			24.5	40.0	25.5	29.5	24.5	29.5	23.5	27.5	29.5
THIRD QUARTILE	36.5	36.5	32.5	26.5	27.5	47.5	31.5	29.5	34.5			30.5	43.0	35.5	34.5	26.5	30.5	27.5	31.5	33.5
NO. COMPANIES	17	6	4	11	8	13	7	8	3			7	12	8	3	7	2	6	6	15
NO. EMPLOYEES	21	6	6	11	8	14	7	8	3			20	21	8	3	12	3	59	14	15

WICHITA, KS

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.1	34.3	29.1	24.4	30.4	38.6	30.6	29.8	17.4	38.4		28.0	44.2	28.4	30.4	25.5	49.9	28.0	33.0	30.9
FIRST QUARTILE	31.5	28.5	23.5	19.5	25.5	28.5	21.5	22.5	16.0	31.5		22.5	38.0	25.5	21.5	14.5	43.0	24.5	29.5	23.5
MEDIAN	38.0	33.5	27.5	21.5	27.5	38.0	29.5	26.5	16.0	33.5		28.5	43.0	27.5	25.5	26.5	47.5	29.5	35.5	29.5
THIRD QUARTILE	43.0	43.0	31.5	29.5	33.5	47.5	39.0	33.5	18.0	47.5		34.5	47.5	28.5	35.5	30.5	47.5	29.5	35.5	40.0
NO. COMPANIES	14	7	8	9	8	16	7	8	4	6		3	5	10	6	7	6	9	9	14
NO. EMPLOYEES	17	7	8	9	8	16	7	10	4	6		12	13	16	6	8	9	186	70	14

SOUTHERN UNITED STATES**ATLANTA, GA**

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.2	37.2	26.1	27.3	30.9	35.4	31.5	28.1	25.2	34.0		31.9	41.4	38.5	34.8	21.2	33.8	23.8	25.8	34.9
FIRST QUARTILE	27.5	34.5	14.5	25.5	22.5	27.5	21.5	26.5	25.5	24.5		28.5	36.5	30.5	23.5	20.5	32.5	16.0	21.5	31.5
MEDIAN	33.5	36.5	22.5	28.5	25.5	34.5	23.5	29.5	25.5	24.5		28.5	38.0	40.0	38.0	20.5	32.5	23.5	25.5	31.5
THIRD QUARTILE	43.0	38.0	29.5	28.5	36.5	40.0	38.0	29.5	27.5	34.5		28.5	43.0	43.0	43.0	22.5	34.5	29.5	30.5	36.5
NO. COMPANIES	16	10	4	9	4	14	4	8	5	4		11	8	7	3	2	3	4	2	4
NO. EMPLOYEES	23	11	4	9	5	14	4	17	5	4		110	54	7	3	3	22	61	3	4

BALTIMORE, MD

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.4	40.8	31.0	25.3	25.1	38.8	31.8	26.2		34.4		23.8	40.9	30.2		26.7	17.7	26.5	35.9	29.4
FIRST QUARTILE	27.5	38.0	30.5	21.5	22.5	28.5	26.5	19.5		28.5		22.5	33.5	27.5		25.5	36.5	24.5	32.5	23.5
MEDIAN	32.5	40.0	31.5	23.5	23.5	38.0	29.5	26.5		30.5		23.5	34.5	30.5		26.5	38.0	28.5	34.5	28.5
THIRD QUARTILE	34.5	43.0	32.5	24.5	24.5	43.0	35.5	32.5		35.5		25.5	43.0	32.5		27.5	43.0	28.5	40.0	33.5
NO. COMPANIES	14	4	5	4	5	13	5	3		4		3	3	3		6	5	5	4	8
NO. EMPLOYEES	14	5	6	4	5	13	5	3		4		93	4	3		6	10	87	13	8

BIRMINGHAM, AL

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.3	37.2	33.9	24.7	28.8	37.8	32.8	19.4	20.3	35.9		29.3	40.5	22.5	42.6	24.6	43.6	25.5	32.7	33.6
FIRST QUARTILE	31.5	27.5	32.5	21.5	20.5	32.5	27.5	16.0	16.0	28.5		25.5	35.5	16.0	29.5	21.5	40.0	23.5	29.5	25.5
MEDIAN	34.5	29.5	34.5	23.5	27.5	35.5	29.5	19.5	19.5	33.5		27.5	35.5	18.0	43.0	24.5	43.0	26.5	32.5	29.5
THIRD QUARTILE	35.5	43.0	40.0	26.5	30.5	43.0	35.5	19.5	25.5	43.0		31.5	43.0	28.5	47.5	27.5	47.5	27.5	35.5	38.0
NO. COMPANIES	16	5	5	9	9	14	10	9	2	8		8	4	8	7	9	4	6	5	13
NO. EMPLOYEES	26	7	6	10	12	16	10	40	3	8		141	8	21	8	12	6	90	16	16

CHARLOTTE, NC

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.4	41.8	31.1	21.9	29.0	40.9	30.8			31.3		26.0	50.4	30.9		33.4	30.5	26.5	32.7	32.9
FIRST QUARTILE	27.5	34.5	30.5	16.0	23.5	33.5	29.5			28.5		19.5	47.5	27.5		27.5	27.5	22.5	29.5	26.5
MEDIAN	30.5	43.0	33.5	23.5	27.5	40.0	32.5			29.5		22.5	52.5	30.5		31.5	29.5	26.5	32.5	35.5
THIRD QUARTILE	43.0	52.5	34.5	24.5	32.5	47.5	34.5			38.0		22.5	52.5	33.5		34.5	30.5	29.5	36.5	40.0
NO. COMPANIES	20	10	7	12	9	23	6			6		4	7	8		7	2	8	7	13
NO. EMPLOYEES	20	23	9	12	11	23	7			6		58	7	9		7	9	62	16	15

CHATTANOOGA, TN

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.7	34.9	33.0	27.9	30.6	38.2	28.1	31.8	31.3	45.2		26.5	39.5	32.3	43.2	28.8	50.1	28.4	32.9	34.3
FIRST QUARTILE	26.5	28.5	29.5	19.5	20.5	25.5	16.0	25.5	20.5	40.0		23.5	28.5	21.5	29.5	26.5	38.0	22.5	27.5	27.5
MEDIAN	30.5	34.5	32.5	21.5	30.5	36.5	27.5	28.5	29.5	47.5		23.5	35.5	26.5	47.5	28.5	43.0	30.5	38.0	35.5
THIRD QUARTILE	40.0	40.0	36.5	34.5	43.0	47.5	29.5	40.0	29.5	52.5		30.5	43.0	43.0	52.5	30.5	62.5	33.5	38.0	40.0
NO. COMPANIES	15	4	10	8	6	13	7	8	4	5		5	7	5	3	9	10	14	10	17
NO. EMPLOYEES	16	5	10	8	7	13	8	10	6	5		13	12	8	3	10	18	303	53	17

DALLAS, TX

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.0	43.0	30.9	28.6	39.1	50.5	36.5	31.3	26.0	43.9		50.8	43.2	38.2	47.3	38.3		27.5	21.2	36.5
FIRST QUARTILE	28.5	40.0	24.5	22.5	35.5	43.0	24.5	25.5	22.5	35.5		40.0	40.0	30.5	34.5	35.5		20.5	14.5	23.5
MEDIAN	38.0	43.0	26.5	25.5	35.5	47.5	33.5	31.5	24.5	47.5		57.5	43.0	36.5	52.5	40.0		31.5	19.5	38.0
THIRD QUARTILE	43.0	47.5	35.5	34.5	38.0	57.5	47.5	34.5	29.5	52.5		57.5	43.0	43.0	52.5	43.0		32.5	24.5	40.0
NO. COMPANIES	21	10	6	15	4	12	10	6	6	5		8	7	14	6	7		5	3	10
NO. EMPLOYEES	26	24	6	15	4	15	11	7	6	5		11	22	16	6	18		70	9	10

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

FORT WORTH, TX

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
AVERAGE	41.7	44.7	40.5	23.8	21.8	36.8	21.8	25.1	21.6	28.5		34.1	44.9	38.0	49.0	37.8	33.4	19.0	46.2
FIRST QUARTILE	33.5	38.0	33.5	19.0	16.0	31.5	16.0	23.5	20.5	21.5		28.5	31.5	29.5	43.0	19.5	24.5	18.0	29.5
MEDIAN	38.0	40.0	38.0	21.5	18.0	34.5	21.5	23.5	21.5	31.5		31.5	47.5	33.5	43.0	23.5	28.5	19.5	47.5
THIRD QUARTILE	47.5	52.5	43.0	28.5	26.5	43.0	24.5	30.5	21.5	32.5		35.5	57.5	40.0	52.5	62.5	38.0	19.5	62.5
NO. COMPANIES	13	7	3	14	4	13	8	6	5	3		4	8	6	4	6	4	3	8
NO. EMPLOYEES	21	18	4	15	14	13	8	6	5	3		7	9	6	4	8	5	39	14

GREENSBORO, NC

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
AVERAGE	23.7	30.1		15.8		22.0		32.3	16.8			24.0	31.5			22.0		18.4	17.6
FIRST QUARTILE	19.5	23.5		14.5		19.5		23.5	16.0			16.0	31.5			14.5		14.5	16.0
MEDIAN	19.5	25.5		14.5		19.5		25.5	16.0			18.0	31.5			23.5		14.5	16.0
THIRD QUARTILE	30.5	31.5		16.0		19.5		32.5	16.0			35.5	31.5			24.5		23.5	16.0
NO. COMPANIES	11	4		5		6		4	2			4	2			2		2	6
NO. EMPLOYEES	30	4		14		25		4	16			16	3			4		15	14

GREENVILLE, SC

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
AVERAGE	29.6	33.5	33.5	22.2		35.8	19.8	31.0	24.8				37.0	29.6		26.5		22.4	31.8
FIRST QUARTILE	20.5	21.5	19.5	16.0		25.5	18.0	29.5	14.5				23.5	26.5		24.5		18.0	21.5
MEDIAN	25.5	29.5	38.0	16.0		27.5	18.0	32.5	28.5				24.5	27.5		24.5		20.5	29.5
THIRD QUARTILE	36.5	40.0	43.0	34.5		47.5	23.5	34.5	31.5				47.5	31.5		30.5		23.5	38.0
NO. COMPANIES	8	4	3	3		6	3	4	3				4	6		3		4	4
NO. EMPLOYEES	10	4	3	3		6	3	6	3				4	6		3		12	4

HOUSTON, TX

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
AVERAGE	45.1	46.4	35.8	39.9	32.9	47.1	34.1	29.4	20.5	49.1		40.7	43.5	37.7		29.0	38.3	22.8	35.0
FIRST QUARTILE	40.0	36.5	30.5	38.0	21.5	40.0	23.5	22.5	22.5	47.5		34.5	34.5	25.5		23.5	29.5	18.0	28.5
MEDIAN	43.0	47.5	40.0	40.0	22.5	43.0	26.5	29.5	23.5	52.5		43.0	40.0	31.5		26.5	34.5	20.5	35.5
THIRD QUARTILE	47.5	52.5	40.0	47.5	43.0	57.5	52.5	34.5	35.5	57.5		47.5	52.5	40.0		31.5	47.5	25.5	40.0
NO. COMPANIES	14	7	5	7	8	12	7	8	5	5		7	10	11		9	4	6	5
NO. EMPLOYEES	32	9	5	7	8	12	7	9	5	5		27	17	12		32	5	41	6

JACKSONVILLE, FL

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
AVERAGE	34.0	23.3	28.6	30.5	35.8	37.3	26.6	23.8		29.0		24.2	36.2	29.4	38.7	21.8	47.5	28.6	12.1
FIRST QUARTILE	24.5	18.0	25.5	21.5	29.5	23.5	18.0	14.5		21.5		19.0	30.5	18.0	29.5	14.5	31.5	24.5	21.5
MEDIAN	32.5	20.5	26.5	28.5	38.0	38.0	20.5	18.0		25.5		19.5	34.0	29.5	40.0	18.0	34.5	27.5	31.5
THIRD QUARTILE	40.0	27.5	28.5	43.0	40.0	47.5	31.5	30.5		40.0		27.5	43.0	38.0	47.5	26.5	62.5	31.5	35.5
NO. COMPANIES	13	5	6	7	3	14	12	6		3		5	8	7	3	11	6	7	8
NO. EMPLOYEES	16	11	6	7	3	14	12	6		3		32	9	7	3	22	8	71	32

KINGSPORT (EAST TN)

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
AVERAGE	35.7		36.2	29.5		44.3		44.7		35.0		30.3	54.6			28.0	42.5	33.9	25.7
FIRST QUARTILE	27.5		30.5	22.5		36.5		36.5		31.5		29.5	47.5			24.5	34.5	29.5	19.5
MEDIAN	32.5		38.0	22.5		40.0		40.0		35.5		29.5	52.5			26.5	34.5	36.5	20.5
THIRD QUARTILE	43.0		40.0	36.5		52.5		57.5		39.0		32.5	62.5			26.5	62.5	38.0	20.5
NO. COMPANIES	6		3	2		6		2		3		2	4			2	3	4	2
NO. EMPLOYEES	6		3	2		6		3		3		12	7			5	7	101	54

KNOXVILLE (GREATER), TN

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.0					34.3		23.3				43.6	33.4			26.5	36.8	24.5		39.9
FIRST QUARTILE	30.5					16.0		16.0				40.0	19.0			19.5	23.5	22.5		32.5
MEDIAN	35.5					38.0		16.0				43.0	29.5			28.5	28.5	25.5		40.0
THIRD QUARTILE	43.0					40.0		19.0				57.5	13.5			33.5	47.5	26.5		43.0
NO. COMPANIES	6					4		4				3	3			3	5	2		5
NO. EMPLOYEES	6					4		4				6	4			5	8	51		5

LEXINGTON, KY

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.7	37.2		18.2	21.3	37.9	21.4	25.1				21.4		28.2		24.5		24.2	30.4	30.3
FIRST QUARTILE	25.5	31.5		16.0	18.0	32.5	18.0	16.0				19.5		23.5		19.5		20.5	27.5	26.5
MEDIAN	30.5	38.0		18.0	19.5	36.5	19.5	21.5				20.5		29.5		22.5		23.5	28.5	29.5
THIRD QUARTILE	35.5	43.0		20.5	26.5	43.0	20.5	27.5				23.5		35.5		31.5		25.5	33.5	33.5
NO. COMPANIES	11	4		3	3	11	4	4				4		3		3		5	2	6
NO. EMPLOYEES	12	9		3	3	11	4	4				17		3		3		33	5	6

LOUISVILLE, KY

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.8	35.0	38.7	24.0	29.3	31.3	26.4	27.6	24.1	31.6		23.6	44.9	21.3	34.7	26.1	41.0	24.3	31.6	31.4
FIRST QUARTILE	25.5	27.5	28.5	18.0	24.5	27.5	18.0	22.5	20.5	24.5		16.0	38.0	14.5	22.5	18.0	33.5	20.5	25.5	23.5
MEDIAN	32.5	33.5	38.0	22.5	28.5	32.5	23.5	26.5	21.5	28.5		19.5	43.0	14.5	32.5	22.5	40.0	23.5	31.5	30.5
THIRD QUARTILE	39.0	43.0	47.5	29.5	31.5	40.0	35.5	31.5	25.5	34.5		31.5	47.5	28.5	43.0	28.5	47.5	27.5	36.5	36.5
NO. COMPANIES	34	15	11	18	13	33	14	18	9	9		8	14	14	10	17	15	22	16	30
NO. EMPLOYEES	36	15	11	19	17	39	15	24	9	9		75	29	31	10	43	32	276	36	36

NORFOLK (HAMPTON ROADS), VA

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.4	40.1	35.7	29.3	34.2	39.1	33.9	36.8	32.9	38.1		19.6	38.2	26.3	44.9	22.3	42.8	22.1	39.8	40.1
FIRST QUARTILE	32.5	29.5	19.5	18.0	20.5	24.5	16.0	16.0	19.5	25.5		16.0	27.5	18.0	24.5	18.0	35.5	18.0	38.0	24.5
MEDIAN	43.0	47.5	38.0	19.5	27.5	40.0	24.5	38.0	30.5	26.5		19.0	38.0	24.5	52.5	23.5	43.0	21.5	40.0	43.0
THIRD QUARTILE	47.5	47.5	52.5	31.5	47.5	52.5	52.5	57.5	47.5	38.0		19.5	47.5	34.5	57.5	26.5	47.5	26.5	43.0	52.5
NO. COMPANIES	12	3	6	7	6	10	5	6	4	4		3	6	4	2	7	4	7	5	11
NO. EMPLOYEES	28	7	7	8	10	10	7	11	5	4		12	7	5	3	7	5	80	192	16

OKLAHOMA CITY, OK

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.3	33.6	42.9	24.4	29.2	30.5	26.2	24.4				36.7	27.1	27.4	39.5	29.2	49.3	26.9	37.2	32.8
FIRST QUARTILE	22.5	26.5	29.5	18.0	24.5	27.5	19.5	20.5				29.5	23.5	22.5	35.5	26.5	38.0	23.5	33.5	25.5
MEDIAN	26.5	35.5	36.5	22.5	29.5	29.5	28.5	22.5				34.5	26.5	24.5	38.0	28.5	52.5	27.5	38.0	33.5
THIRD QUARTILE	27.5	40.0	43.0	29.5	30.5	33.5	30.5	29.5				40.0	28.5	30.5	47.5	31.5	57.5	29.5	40.0	40.0
NO. COMPANIES	7	5	4	6	7	6	3	6				4	4	4	4	6	2	3	2	6
NO. EMPLOYEES	13	11	4	8	11	8	3	6				216	44	8	6	39	3	25	8	7

ORLANDO (GREATER), FL

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.4	40.3		32.8		36.9	32.2	42.5	21.3	43.5		39.1	36.0	17.4	39.8	32.6	40.3	30.0	34.6	34.7
FIRST QUARTILE	26.5	30.5		31.5		25.5	19.5	40.0	19.5	35.5		32.5	34.5	32.5	36.5	26.5	16.0	28.5	35.5	28.5
MEDIAN	38.0	40.0		33.5		36.5	32.5	43.0	20.5	47.5		33.5	34.5	34.5	40.0	31.5	52.5	31.5	36.5	32.5
THIRD QUARTILE	43.0	43.0		38.0		40.0	38.0	43.0	22.5	47.5		36.5	36.5	38.0	43.0	35.5	52.5	33.5	36.5	38.0
NO. COMPANIES	11	4		5		12	6	4	7	3		2	7	8	2	6	3	6	4	11
NO. EMPLOYEES	11	6		5		12	8	7	9	3		5	14	8	3	7	3	47	18	12

RALEIGH (RES. TRIANGLE), NC

TOTAL ALL TYPES OF BUSINESS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.2	35.8	32.8	17.6	24.4	31.1	27.1	27.9	27.8			32.6	44.2	26.5		19.3	37.0	25.9	30.3	29.9
FIRST QUARTILE	36.5	29.5	23.5	14.5	21.5	25.5	21.5	20.5	19.5			22.5	35.5	19.5		16.0	25.5	21.5	21.5	25.5
MEDIAN	40.0	36.5	26.5	16.0	24.5	28.5	26.5	24.5	19.5			26.5	43.0	24.5		18.0	27.5	26.5	22.5	28.5
THIRD QUARTILE	47.5	43.0	28.5	18.0	28.5	38.0	27.5	32.5	35.5			38.0	47.5	29.5		19.5	43.0	29.5	33.5	31.5
NO. COMPANIES	20	7	4	14	6	17	5	10	6			5	10	16		11	8	6	4	14
NO. EMPLOYEES	60	20	4	50	6	25	20	10	6			14	17	18		43	16	40	6	24

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

RICHMOND, VA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.3	31.5	31.3	22.4	24.3	38.7	24.0	25.7	21.7	30.7		26.5	34.5	32.8	27.4	26.6	41.5	27.8	32.2	32.3
FIRST QUARTILE	24.5	28.5	29.5	18.0	20.5	25.5	19.5	23.5	19.0	23.5		20.5	23.5	24.5	19.5	18.0	28.5	21.5	24.5	22.5
MEDIAN	26.5	31.5	30.5	22.5	25.5	38.0	22.5	23.5	23.5	24.5		25.5	33.5	30.5	23.5	23.5	38.5	24.5	34.5	24.5
THIRD QUARTILE	32.5	34.5	34.5	25.5	36.5	47.5	29.5	29.5	22.5	40.0		30.5	44.0	36.5	29.5	33.5	57.5	32.5	33.0	40.0
NO. COMPANIES	29	10	5	11	9	24	12	11	12	5		7	8	13	4	10	7	5	7	11
NO. EMPLOYEES	52	27	31	18	12	28	22	16	14	6		110	23	14	4	10	12	17	11	11

ROANOKE, VA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	46.6	33.9		30.3	37.0	46.4		33.9					50.3	25.3			39.2	22.8	26.7	37.3
FIRST QUARTILE	33.5	32.5		21.5	20.5	27.5		32.5					36.5	19.5			31.5	16.0	25.5	31.5
MEDIAN	43.0	32.5		26.5	32.5	43.0		33.5					57.5	20.5			33.5	24.5	25.5	31.5
THIRD QUARTILE	47.5	32.5		43.0	47.5	57.5		38.0					62.5	29.5			52.5	28.5	25.5	33.5
NO. COMPANIES	4	2		3	4	4		5					5	4			2	5	3	4
NO. EMPLOYEES	4	4		3	4	4		5					7	4			3	15	22	4

SAN ANTONIO, TX

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	45.5	39.1				52.8	43.4	39.3		40.0		45.0		39.0		34.2				45.7
FIRST QUARTILE	40.0	33.5				43.0	35.5	38.0		27.5		47.5		18.0		24.5				43.0
MEDIAN	47.5	38.0				43.0	40.0	40.0		40.0		47.5		43.0		39.0				43.0
THIRD QUARTILE	47.5	43.0				62.5	52.5	40.0		52.5		47.5		47.5		40.0				47.5
NO. COMPANIES	4	4				4	5	3		3		2		4		3				5
NO. EMPLOYEES	11	6				4	5	25		3		16		4		3				6

TULSA, OK

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	44.0	40.3	33.3	28.5	40.0	42.6	31.1		29.2	39.5		44.2	51.0	36.4	38.9	31.1	45.2	33.8	44.1	39.0
FIRST QUARTILE	32.5	38.0	27.5	18.0	29.5	34.5	24.5		26.5	24.5		35.5	47.5	33.5	21.5	21.5	33.5	26.5	34.5	35.5
MEDIAN	47.5	40.0	33.5	24.5	40.0	43.0	30.5		27.5	31.5		47.5	47.5	33.5	43.0	28.5	40.0	31.5	43.0	43.0
THIRD QUARTILE	57.5	43.0	34.5	29.5	52.5	47.5	31.5		30.5	47.5		47.5	57.5	33.5	57.5	43.0	47.5	40.0	52.5	43.0
NO. COMPANIES	10	4	5	5	5	9	4		3	4		2	6	7	5	4	7	7	9	9
NO. EMPLOYEES	15	9	5	5	7	9	4		3	4		6	23	17	7	7	8	60	24	11

WASHINGTON, DC

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.5			28.3	22.7	32.8	37.0	33.6	23.0			24.6		30.2						
FIRST QUARTILE	25.5			19.5	21.5	35.5	34.5	30.5	18.0			21.5		28.5						
MEDIAN	33.5			27.5	23.5	45.0	38.0	34.5	21.5			22.5		30.5						
THIRD QUARTILE	40.0			38.0	36.5	43.0	43.0	38.5	31.5			28.5		32.5						
NO. COMPANIES	10			3	3	5	9	2	3			3		6						
NO. EMPLOYEES	10			3	3	7	5	3	3			14		12						

WINSTON-SALEM, NC

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.1			28.9	37.5	47.1		39.2		51.0		25.7	43.6			27.9	53.4	32.3	41.0	31.5
FIRST QUARTILE	23.5			26.5	26.5	36.5		31.5		43.0		20.5	31.5			14.5	43.0	33.5	36.5	24.5
MEDIAN	34.5			27.5	36.5	52.5		43.0		47.5		23.5	43.0			18.0	52.5	33.5	47.5	28.5
THIRD QUARTILE	38.0			31.5	47.5	62.5		43.0		62.5		28.5	47.5			31.5	62.5	33.5	47.5	40.0
NO. COMPANIES	10			5	4	6		3		3		6	5			4	4	7	4	7
NO. EMPLOYEES	11			5	6	7		3		3		34	8			4	10	538	23	7

WESTERN UNITED STATES

BAKERSFIELD, CA

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.8	36.0	39.1	27.4	26.6	41.1	26.3	34.2	21.7			39.4	48.5	35.3	32.2	29.4	39.4	27.2	31.4	35.4
FIRST QUARTILE	28.5	26.5	25.5	19.5	18.0	29.5	20.5	14.5	16.0			32.5	38.0	19.5	30.5	22.5	34.5	21.5	29.5	30.5
MEDIAN	38.0	27.5	36.5	23.5	21.5	43.0	23.5	30.5	23.5			35.5	47.5	35.5	31.5	26.5	40.0	25.5	35.5	33.5
THIRD QUARTILE	47.5	47.5	52.5	31.5	27.5	47.5	35.5	57.5	25.5			47.5	62.5	43.0	34.5	34.5	43.0	34.5	35.5	43.0
NO. COMPANIES	15	6	5	8	7	11	5	3	3			9	12	4	2	10	8	9	7	13
NO. EMPLOYEES	15	6	6	8	8	12	7	3	3			39	25	4	1	11	17	139	80	13

DENVER, CO

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.9	53.7		26.5		48.9	31.1	20.2	22.5			27.2	25.2	31.4		29.2				27.4
FIRST QUARTILE	21.5	47.5		21.5		38.0	16.0	16.0	19.5			27.5	22.5	23.5		16.0				16.0
MEDIAN	34.5	52.5		23.5		57.5	29.5	19.0	23.5			27.5	25.5	30.5		28.5				26.5
THIRD QUARTILE	38.0	62.5		34.5		62.5	31.5	26.5	24.5			29.5	27.5	36.5		43.0				32.5
NO. COMPANIES	11	5		3		7	4	3	3			5	2	9		3				4
NO. EMPLOYEES	15	61		3		7	4	3	3			10	3	9		3				4

EL PASO, TX

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.9					34.9	14.8					33.7					44.1	25.2	29.9	30.5
FIRST QUARTILE	24.5					19.5	14.5					18.0					31.5	22.5	27.5	28.5
MEDIAN	31.5					27.5	14.5					24.5					33.5	25.5	27.5	30.5
THIRD QUARTILE	36.5					40.0	14.5					47.5					62.5	26.5	36.0	32.5
NO. COMPANIES	6					4	2					5					4	3	3	3
NO. EMPLOYEES	6					4	5					11					5	28	48	3

EUGENE, OR

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.0			20.1	26.0	35.8				26.8	46.5		31.4			29.4	32.4		29.8	30.4
FIRST QUARTILE	24.5			14.5	20.5	29.5				23.5	47.5		23.5			23.5	25.5		21.5	25.5
MEDIAN	32.5			18.0	24.5	32.5				26.5	47.5		34.5			30.5	26.5		30.5	26.5
THIRD QUARTILE	34.5			20.5	27.5	43.0				30.5	52.5		35.5			31.5	34.5		34.5	34.5
NO. COMPANIES	11			4	5	6				3	2		7			6	4		4	8
NO. EMPLOYEES	12			4	5	6				3	5		13			10	4		12	10

LOS ANGELES, CA

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.0		34.0	28.0		44.8	33.3	31.3	32.7			48.2	44.5	43.1		38.8	49.2	27.3		35.1
FIRST QUARTILE	22.5		25.5	20.5		38.0	21.5	22.5	21.5			34.5	38.0	32.5		24.5	29.5	25.5		25.5
MEDIAN	29.5		33.5	26.5		40.0	26.5	31.5	33.5			47.5	40.0	43.0		33.5	52.5	27.5		35.5
THIRD QUARTILE	43.0		43.0	27.5		52.5	32.5	40.0	43.0			62.5	47.5	52.5		34.5	62.5	29.5		43.0
NO. COMPANIES	9		3	4		6	4	3	3			3	3	7		3	3	4		5
NO. EMPLOYEES	10		3	4		6	4	3	3			3	4	7		3	3	13		6

OAKLAND-EAST BAY, CA

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.6			29.5	21.7	40.6	35.2	30.8	26.2			41.7	36.8	34.5	40.5	28.4				31.3
FIRST QUARTILE	18.0			19.5	16.0	38.5	25.5	23.5	21.5			34.5	28.5	31.5	32.5	24.5				22.5
MEDIAN	31.5			24.5	23.5	33.5	40.0	33.5	27.5			43.0	38.5	32.5	32.5	32.5				33.5
THIRD QUARTILE	35.5			34.5	25.5	36.8	40.0	34.5	29.5			47.5	43.0	38.6	34.5	32.5				38.0
NO. COMPANIES	8			6	3	4	3	6	3			3	10	5	4	4				3
NO. EMPLOYEES	8			6	3	4	3	7	3			3	12	5	4	5				3

PHOENIX, AZ

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.6	19.1		26.3	34.7	43.4	31.7	31.7	28.2	33.7	45.7	40.6	47.8	29.2	34.3	30.9	34.6	27.1	36.2	38.9
FIRST QUARTILE	29.5	15.5		20.5	31.5	31.5	26.5	29.5	25.5	25.5	31.5	33.5	45.0	20.5	30.4	24.5	20.5	23.5	33.5	29.5
MEDIAN	31.5	38.0		27.5	35.5	40.0	31.5	31.5	28.5	30.5	43.0	40.0	43.0	30.5	34.5	25.5	25.5	23.5	35.5	34.5
THIRD QUARTILE	38.0	43.0		30.5	40.0	52.5	34.5	33.5	30.5	40.0	62.5	47.5	57.5	34.5	36.5	35.5	40.0	32.5	43.0	47.5
NO. COMPANIES	17	9		10	7	14	9	6	3	10	3	6	7	5	3	8	8	5	4	10
NO. EMPLOYEES	17	14		10	7	14	9	6	3	10	3	175	13	5	8	10	4	74	15	10

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

PORTLAND, OR

TOTAL ALL TYPES OF BUSINESS											JOB CATEGORY									
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.7	37.9	37.4	25.4	31.0	38.9	28.8	24.8	22.3	34.7		26.4	43.8	30.5	43.1	32.9	44.7	30.4	39.9	34.1
FIRST QUARTILE	27.5	27.5	31.5	20.5	20.5	32.5	24.5	19.0	19.5	32.5		18.0	40.0	23.5	36.5	23.5	35.5	23.5	35.5	25.5
MEDIAN	33.5	36.5	33.5	23.5	28.5	38.0	28.5	23.5	20.5	35.5		23.5	43.0	25.5	40.0	34.5	47.5	30.5	43.0	34.5
THIRD QUARTILE	40.0	52.5	47.5	30.5	36.0	43.0	34.5	30.5	25.5	38.0		38.0	47.5	34.5	47.5	40.0	52.5	38.0	43.0	38.0
NO. COMPANIES	35	6	9	11	10	21	9	11	6	3		12	21	14	6	15	13	15	11	27
NO. EMPLOYEES	39	7	9	11	10	21	9	15	9	3		45	46	14	6	18	15	204	72	53

SALEM AREA, OR

TOTAL AREA, OR TOTAL ALL TYPES OF BUSINESS				JOB CATEGORY																
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.5	30.6	30.2	20.2	21.3	31.3	23.5	27.1				29.7	43.3	21.3		28.0	40.0	28.3	41.3	28.3
FIRST QUARTILE	20.5	25.5	29.5	15.0	16.0	26.5	22.5	14.5				21.5	34.5	16.0		23.5	24.5	22.5	35.5	23.5
MEDIAN	29.5	26.5	29.5	18.0	21.5	27.5	23.5	22.5				26.5	35.5	21.5		24.5	34.0	25.5	41.0	28.5
THIRD QUARTILE	38.0	35.5	34.5	23.5	24.5	35.5	25.5	31.5				33.5	47.5	26.5		33.5	47.5	28.5	41.0	34.5
NO. COMPANIES	11	4	3	6	5	11	3	3				5	5	3		4	7	3	7	6
NO. EMPLOYEES	11	5	3	6	7	11	3	6				17	9	3		6	13	16	9	6

SAN FRANCISCO, CA

TOTAL ALL TYPES OF BUSINESS			JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
AVERAGE	37.3	38.0		32.9	41.8	43.0	29.2	25.5	27.3			44.1	33.6	33.5	36.0		22.4			34.5	
FIRST QUARTILE	25.5	33.5		27.5	29.5	32.5	26.5	19.5	25.5			40.0	28.5	25.5	20.5		16.0			27.5	
MEDIAN	40.0	38.0		31.5	33.5	43.0	26.5	21.5	26.5			47.5	26.5	34.5	23.5		18.0			29.5	
THIRD QUARTILE	47.5	40.0		40.0	62.5	47.5	29.5	35.5	31.5			47.5	34.5	38.0	47.5		34.5			47.5	
NO. COMPANIES	11	4		5	3	12	5	3	9			7	5	15	4				3	5	
NO. EMPLOYEES	11	13		5	3	12	5	3	9			67	9	16	4				1	5	

SAN JOSE, CA

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.5	46.7		30.4	35.0	45.3	36.1				49.2	42.0	48.4	35.0		29.2	33.0	37.8	37.2	37.2
FIRST QUARTILE	35.5	47.5		20.5	25.5	35.5	26.5				47.5	38.0	32.5	27.5		25.5	28.5	38.0	30.5	24.5
MEDIAN	40.0	47.5		31.5	30.5	40.0	27.5				47.5	43.0	52.5	33.5		29.5	30.5	38.0	43.0	33.5
THIRD QUARTILE	43.0	47.5		38.0	43.0	43.0	43.0				52.5	47.5	57.5	40.0		32.5	33.5	38.0	43.0	47.5
NO. COMPANIES	10	4		7	5	4	4				3	5	5	13		9	4	3	4	8
NO. EMPLOYEES	14	22		7	6	4	4				3	26	15	14		7	21	140	46	9

SEATTLE, WA

TOTAL ALL TYPES OF BUSINESS										JOB CATEGORY										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.3	37.1	30.8	23.0	26.5	38.9	29.1	31.8	26.2	34.8		25.5	46.8	29.0	35.3	28.1	38.7	26.7	34.6	31.1
FIRST QUARTILE	28.5	32.5	26.5	19.5	20.5	29.5	18.0	26.5	20.5	25.5		18.0	34.5	20.5	25.5	26.5	34.5	23.5	32.5	25.5
MEDIAN	35.5	34.5	28.5	20.5	27.5	34.5	29.5	31.5	22.5	27.5		20.5	43.0	29.5	33.5	29.5	38.0	25.5	34.5	29.5
THIRD QUARTILE	40.0	40.0	34.5	25.5	28.5	43.0	34.5	33.5	29.5	43.0		29.5	62.5	35.5	40.0	31.5	47.5	27.5	38.0	34.5
NO. COMPANIES	30	14	6	12	15	25	7	12	11	4		12	16	19	8	12	8	3	5	19
NO. EMPLOYEES	33	17	6	12	16	25	7	20	11	4		65	30	22	8	15	18	17	11	21

SPOKANE, WA

TOTAL ALL TYPES OF BUSINESS		JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.5	35.2	28.2	22.2	22.5	37.4	24.3	33.8	27.3			12.7	38.5	35.2	38.8		37.8	26.0	33.4	26.5
FIRST QUARTILE	27.5	29.5	27.5	18.0	20.5	24.5	20.5	31.5	23.5			11.5	18.0	20.5	35.5		31.5	24.5	28.5	21.5
MEDIAN	31.5	38.0	29.5	22.5	21.5	29.5	20.5	34.5	24.5			12.5	40.0	31.5	38.0		33.5	25.5	31.5	23.5
THIRD QUARTILE	40.0	43.0	32.5	26.5	25.5	47.5	29.5	35.5	34.5			15.5	52.5	47.5	43.0		43.0	25.5	35.5	30.5
NO. COMPANIES	13	4	4	5	3	11	5	3	4			7	5	6	3		4	4	4	7
NO. EMPLOYEES	14	5	5	5	3	12	5	3	5			28	8	6	3		4	23	6	10

STOCKTON, CA

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.0	42.6		22.5	24.2	42.0		29.2				25.9	39.3	28.8	40.1	32.3	40.1	30.9	32.4	29.9
FIRST QUARTILE	25.5	32.5		16.0	23.5	35.5		19.5				23.5	31.5	18.0	22.5	18.0	31.5	26.5	27.5	24.5
MEDIAN	35.5	35.5		18.0	24.5	40.0		30.5				25.5	40.0	25.5	43.0	25.5	43.0	27.5	32.5	27.5
THIRD QUARTILE	47.5	40.0		22.5	33.5	47.5		30.5				25.5	47.5	43.0	47.5	38.0	43.0	36.5	35.5	30.5
NO. COMPANIES	11	3		4	6	5		4				4	4	3	4	4	4	7	2	8
NO. EMPLOYEES	13	4		4	6	5		5				5	8	3	4	4	5	16	11	8

TACOMA, WA

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.4	45.5	32.9	22.3		18.4	28.8	32.1		34.7		35.6	35.3	30.1	40.0	36.2	42.0	37.3	30.7	32.5
FIRST QUARTILE	20.5	34.5	19.5	19.5		30.5	22.5	25.5		30.5		29.5	33.5	29.5	19.5	27.5	29.5	32.5	31.5	29.5
MEDIAN	31.5	52.5	24.5	23.5		31.5	29.5	30.5		33.5		29.5	33.5	30.5	25.5	35.5	40.0	38.0	31.5	34.5
THIRD QUARTILE	40.0	52.5	40.0	26.5		52.5	38.5	31.5		40.0		43.0	34.5	30.5	52.5	47.5	52.5	43.0	31.5	38.0
NO. COMPANIES	12	4	4	8		9	3	6		3		7	10	5	4	6	5	4	2	8
NO. EMPLOYEES	12	5	4	9		10	3	9		3		16	51	5	4	11	5	35	6	9

Salary Conversion Chart

	ANNUAL	MONTHLY	SEMI-MONTHLY	BI-WEEKLY	WEEKLY
1.	UNDER-15,000	UNDER-1,250	UNDER-625	UNDER-577	UNDER-288
2.	15,001 - 16,000	1,250 - 1,333	625 - 667	576 - 615	288 - 307
3.	16,001 - 17,000	1,333 - 1,417	667 - 708	615 - 654	307 - 327
4.	17,001 - 18,000	1,417 - 1,500	708 - 750	654 - 692	327 - 346
5.	18,001 - 19,000	1,500 - 1,583	750 - 792	692 - 731	346 - 365
6.	19,001 - 20,000	1,583 - 1,667	792 - 833	731 - 769	365 - 385
7.	20,001 - 21,000	1,667 - 1,750	833 - 875	769 - 808	385 - 404
8.	21,001 - 22,000	1,750 - 1,833	875 - 916	808 - 846	404 - 423
9.	22,001 - 23,000	1,833 - 1,917	916 - 958	846 - 885	423 - 442
10.	23,001 - 24,000	1,917 - 2,000	958 - 1,000	885 - 923	442 - 462
11.	24,001 - 25,000	2,000 - 2,083	1,000 - 1,042	923 - 962	462 - 481
12.	25,001 - 26,000	2,083 - 2,167	1,042 - 1,083	962 - 1,000	481 - 500
13.	26,001 - 27,000	2,167 - 2,250	1,083 - 1,125	1,000 - 1,038	500 - 519
14.	27,001 - 28,000	2,250 - 2,333	1,125 - 1,167	1,038 - 1,077	519 - 538
15.	28,001 - 29,000	2,333 - 2,417	1,167 - 1,208	1,077 - 1,115	538 - 558
16.	29,001 - 30,000	2,417 - 2,500	1,208 - 1,250	1,115 - 1,154	558 - 577
17.	30,001 - 31,000	2,500 - 2,583	1,250 - 1,292	1,154 - 1,192	577 - 596
18.	31,001 - 32,000	2,583 - 2,667	1,292 - 1,333	1,192 - 1,231	596 - 615
19.	32,001 - 33,000	2,667 - 2,750	1,333 - 1,375	1,231 - 1,269	615 - 635
20.	33,001 - 34,000	2,750 - 2,833	1,375 - 1,417	1,269 - 1,308	635 - 654
21.	34,001 - 35,000	2,833 - 2,917	1,417 - 1,458	1,308 - 1,346	654 - 673
22.	35,001 - 36,000	2,917 - 3,000	1,458 - 1,500	1,346 - 1,385	673 - 692
23.	36,001 - 37,000	3,000 - 3,083	1,500 - 1,542	1,385 - 1,423	692 - 712
24.	37,001 - 39,000	3,083 - 3,250	1,542 - 1,625	1,423 - 1,500	712 - 750
25.	39,001 - 41,000	3,250 - 3,417	1,625 - 1,708	1,500 - 1,577	750 - 788
26.	41,001 - 45,000	3,417 - 3,750	1,708 - 1,875	1,577 - 1,731	788 - 865
27.	45,001 - 50,000	3,750 - 4,167	1,875 - 2,083	1,731 - 1,923	865 - 961
28.	50,001 - 55,000	4,167 - 4,583	2,083 - 2,292	1,923 - 2,115	961 - 1,058
29.	55,001 - 60,000	4,583 - 5,000	2,292 - 2,500	2,115 - 2,308	1,058 - 1,154
30.	OVER 60,000	OVER 5,000	OVER 2,500	OVER 2,308	OVER 1,154

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